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SOUTHERN TEXTILE BULLETIN

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1923 Health and Happiness Number

We are presenting a Health and Happiness Number, that of 1923, which exceeds in size and probably exceeds in beauty those of 1918 and 1919.

This edition is designed primarily to go to prominent men and women in each State and to carry its message of truth relative to the health and happiness of the men, women and young people who have found employment in Southern cotton mills.

The great advantage of this form of publicity is that it supports its message by the indisputable evidence of photographs of the cotton mills with their community houses, schools, churches, playgrounds, etc., and portrays the cotton mill people in a true light.

Previous Health and Happiness Numbers that we have published and distributed have brought to us many letters expressing surprise at the splendid working and living conditions that prevail in Southern mills and which are so vastly different from those the people of the North and West have been led to believe existed in our industry.

We do not claim that conditions in the textile industry of the South are ideal or that every mill has surroundings equal to those shown herein, for there are slackers among the cotton mills just as in every other walk of life, but the composite story that is told in this edition may be taken as showing average conditions in the industry.

After the Civil War the South turned to cotton manufacturing, an industry that had thrived until the advent of slavery, but with her crippled financial condition resulting from the war made slow progress until after 1885, when it began to build mills in considerable numbers.

Today the South has more than 16,000,000 spindles producing cotton goods and yarns and has advanced in skill and knowledge until she is able to produce fine yarns and fabrics of the highest quality.

The basis of the success of the textile industry of the South has been the splendid class of labor with which it has been supplied.

Unlike the mills and factories of New England, where foreigners predominate to such an extent that mill rules frequently have to be printed in six languages, the mill operatives of the South, almost without exception, are of pure Anglo-Saxon blood and all speak the English tongue.

A very large per cent of them came from the mountain sections of the South and they brought with them the traditions and the characteristics of the mountain people.

In few industries is ambition given fuller opportunity than in the Southern cotton mills.

From the time a boy begins as a doffer he dreams of the day when he will be superintendent. It is possible for any bright and industrious boy to advance step by step until he becomes a superintendent and the vast majority of the superintendents of today began as doffer boys or at a similar grade.

Much has been said of the illiteracy of Southern mill operatives and often unjustly. While a great many of the older operatives are illiterate it is very rare to find one under twenty years of age who can not read and write.

The older operatives grew up at a period during which the South was not financially able to furnish schools for all of her children, but the mill children now have the advantage of splendid schools, usually furnished and operated by the mills and the mill operatives are encouraged to send their children regularly.

Community or welfare work has in recent years become a well recognized feature of the cotton mills of the South. It has, of course, its humanitarian side, but looked upon as a cold blooded business proposition it has been found that dollars invested in such work yields handsome returns.

Community work in almost all its phases is now looked upon as part of the legitimate expense of operating a cotton mill, and the mill manager who is opposed to welfare work is looked upon as unsafe and behind the times. It has been demonstrated beyond question that the best class of operatives go to the mills at which they have the best homes and best educational and social advantages.

While the smaller mills can not afford the expense of operating Y. M. C. A.'s, community houses, or to pay men and women to devote all of their time to mill village work, there are very few that do not make some expenditures for the welfare of their operatives.

Probably no industry has been as persistently and as willfully misrepresented as the cotton manufacturing industry of the South.

For a number of years it has been profitable to certain individuals and certain organizations to create the impression that the Southern cotton mill operatives were oppressed and downtrodden and that the mill owners cared nothing for the welfare of the employees.

This 1923 Health and Happiness Number of the Southern Textile Bulletin is intended to furnish a true picture of a great industry and of its living and working conditions. —Editor.



CHILDREN OF THE COTTON MILLS

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Facts About Southern Cotton Mills

No industry in this country has been as grossly misrepresented as the cotton mills of the South.

We are setting forth on these pages facts that are contrary to those usually given to the public by our traducers and we invite the fullest investigation of their accuracy.

Labor Laws.

The laws of the Southern States prohibit the employment in factories of children under 14 years of age with the following exceptions:

(1) North Carolina permits a boy of 12 to work outside of school hours provided he can obtain a permit from the Welfare Commission but very few such permits are issued.

(2) Georgia permits the son of a widowed mother entirely dependent upon him for support to secure a permit to work after becoming twelve years of age. The Cotton Manufacturers' Association of Georgia asked their last Legislature to abolish this provision.

(3) Mississippi, a State with very few manufacturing industries, permits boys of 12 years of age to work but prohibits the employment of girls under 14 years.

The child labor laws of the South as contrasted with those of other States are shown by a map printed on pages 6 and 7 of this issue.

That the labor laws of the Southern States are enforced is showed by testimony given before a Senate Committee, extracts from which are printed on pages 4 and 5 immediately following these pages.

Labor of Young People.

Where the mills run an average of 10 hours per day it is estimated that boys under 16, who are employed almost exclusively as doffer boys, work from five and a half to six hours. When the bobbins become full the boys remove them, which is called doffing, and between doffs they are at liberty so that they really work not exceeding six hours per day.

The girls under 16 are employed almost exclusively in the spinning room, and while they are required to be in the room all the time they are not constantly at work. Each girl has a certain number of sides (meaning one side of a spinning frame) to look after and on which she replaces the ends when they break. When the ends are up the girl sits at the end of the spinning frame and makes an occasional trip down the alley to see that everything is all right.

The largest weight that a young girl in a cotton mill has to lift is less than two pounds.

All of the Southern States prohibit the employment of children in factories at night if under 16 years of age.

Child Labor Decreasing.

According to the United States Census Bureau there were in 1920 378,063 children between 10 and 14 years of age gainfully employed in the United States. The great majority of these (328,958 or 87 per cent) were employed in agricultural pursuits, 17,213 were engaged in trade, 12,172 in domestic and personal service, 9,473 in manufacturing and mechanical industries, and 6,927 in clerical occupations.

We call attention to the fact that the entire number employed in the United States in manufacturing and mechanical industries, including part time workers, was only 9,473. There was a decrease of 71.1 per cent from 1910 to 1920 in those under 14 years of age employed in manufacturing and industrial pursuits.

Child Labor Not Cheaper.

Those not familiar with cotton manufacturing jump at the erroneous conclusion that child labor is cheap labor.

Girls in cotton mills are paid a certain price per side (meaning the tending of the side of a spinning frame).

An older girl will often tend twelve sides whereas a younger girl might be able to tend only four sides.

As the mill pays the same price per side the younger girl will make less wages but the cost per side and the cost per pound to the mill is the same.

The same rule applies to doffer boys who are paid in proportion to the number of sides they can doff.

In spite of the repeated statements to that effect, no one can show that cotton mills can produce goods cheaper by employing young children.

Hours of Labor.

The State of South Carolina limits the hours of labor to 55 per week.

The other Southern States limit them to 60, but many of the mills only operate 55 hours.

Health of Mill People.

In testifying before the Interstate Commerce Committee of the Senate at Washington, D. C., one prominent physician said:

"I practiced medicine in the country districts prior to 17 years ago and now for 17 years have practiced in a mill town. I have the opportunity to observe the health, growth, and the development of mill children, in comparison with the country children. I have practically seen no difference. I have observed children who have worked in the mills as early as 12 years of age who have now developed into manhood and womanhood and who, as fathers and mothers, have produced healthy offspring."

Another physician testifying at the same time said in part:

"At all times the cotton mills have aided myself and the other members of my profession in bettering the sanitary conditions in the mills and among the operatives. We have never gone to them for money to aid us in carrying out sanitary measures in the mills or in the mill town that we have not been given the amount of money we asked. That is notably true in the matter of the eradication of malaria.

"I do not suppose that in our mill population, which includes the mill operatives and their families, those who do not work in the mills, a total population of close to 5,000 people, that there are over 50 cases of tuberculosis in the entire population. I think that would compare favorably with any community of 5,000 people in the United States.

"We do not permit any employee to work in the mills who has tuberculosis. They are taken care of. If the families of the employees who have tuberculosis are not able to take care of them the mill company does that.

"Seventy-five per cent of the women who bore children last year in my mill village had formerly worked, as girls, in the mill. Cotton mill work has absolutely no bearing upon their ability to bear healthy children."

The death rate in cotton mill villages is not higher than in other communities and in any mill village the men and women who have grown up in mill work are healthier and better physical speeimens than those who have moved in from the farm or from other vocations.

Regular habits, good food and liv-

CLASSIFICATION OF SOUTHERN MILLS

January 1, 1923

In the tables given below, an accurate tabulation of the spinning, weaving and knitting mills in the Southern States is shown, together with their equipment. The mills are grouped according to their equipment and product. Mills that spin only are grouped accordingly and the same is true of the mills that spin and weave, spin and knit, knit only and weave only. The table also gives the number of mills in each State, the number of spindles, looms and knitting machines, and the total figures, by States and for the whole South.

The convenient arrangement of the tables clearly shows each division of the mills, together with their equipment. The information contained in the tables is compiled from Clark's Directory of Southern Mills January 1, 1923.

STATE	SPINDLES						LOOMS				KNITTING MACHINES				Total Mills	Total Spindles	Total Looms	Total K. M.
	Spin Only		Spin & Weave		Spin & Knit		Spin&Weave		WeaveOnly		Spin & Knit		Knit Only					
	Mills	Spindles	Mills	Spindles	Mills	Spindles	Mills	Looms	Mills	Looms	Mills	K. M.	Mills	K. M.				
Alabama	33	319,746	34	975,450	2	18,600	34	22,514	2	216	2	140	6	866	80	1,318,796	22,730	1,006
Arkansas	1	6,656	1	7,800			1	150							2	14,456	150	
Georgia	46	526,252	87	2,165,134	7	62,112	87	48,627	3	505	7	3,282	28	3,631	176	2,788,988	49,132	6,913
Kentucky	5	51,384	3	54,040			3	1,394	2	42			5	413	15	105,424	1,436	413
Louisiana	1	5,184	2	90,000	1	8,000	2	2,100			1	450	2	177	6	103,184	2,100	627
Mississippi	3	17,776	12	161,944	1	5,000	12	4,619			1	300			16	184,720	4,619	300
Missouri	1	2,472	1	29,000			1	730					2	16	4	31,472	730	16
N. Carolina	214	2,387,802	133	2,917,978	11	224,408	133	77,224	14	1,622	11	1,976	129	16,314	501	5,530,188	78,846	18,290
Oklahoma			1	5,712			1	64							1	5,712	64	
S. Carolina	31	288,514	130	4,836,234	1	10,656	130	119,277	6	227	1	240	12	1,233	180	5,135,404	119,504	1,473
Tennessee	10	179,408	8	218,596	5	53,688	8	6,033			5	953	71	10,640	94	451,692	6,033	11,593
Texas	3	14,552	17	163,384			17	4,633					2	150	22	177,936	4,633	150
Virginia	2	15,378	10	651,568			10	18,737					12	2,309	24	666,946	18,737	2,309
Total	350	3,815,124	439	12,276,840	28	382,464	439	306,102	27	2,612	28	7,341	269	35,749	1121	16,514,918	308,714	43,090

Facts About Southern Cotton Mills

ing conditions, together with the supervision of health conditions by mill authorities are all on the side of the mill operative.

Many mills spend considerable upon their health department, because healthy operatives mean efficient operatives.

During the World War boys who were raised in the mills stood far better physical examination than those who lived upon the farm until they were fifteen years of age.

Accidents in Cotton Mills.

There seems to be a general impression, among those not familiar with cotton mill machinery, that a very large number of children are maimed and injured for life while working in cotton mills.

As a matter of fact very few accidents occur in cotton mills because the only machinery that can be regarded as at all dangerous is the opening and card rooms where only men are employed.

Only by gross carelessness can a boy or girl be injured in the spinning rooms where they are employed, for the machinery is light and there are no exposed gears.

The best proof that accidents are rare in cotton mills are the rates charged by employment liability insurance companies for insurance on cotton mill employees.

The evidence of the people who pay money for accidents, and therefore keep an accurate record of same, is that there are fewer accidents and less risk in cotton mills than in any other line of work. They show the remarkable fact that there is more risk in working on a farm than there is in a cotton mill.

Little Insanity in Mills.

The claim that cotton mill work has a disastrous effect upon the minds of employees seems to be based upon nothing but supposition.

The superintendents who are holding the highest positions and drawing the largest salaries in Southern cotton mills are the boys who began work at early ages, and have kept at it ever since.

If cotton mill work injures children it does seem that there would be some evidence in insanity and yet it is generally admitted that 60 per cent of the women in the insane asylums come from the farm while less than 3 per cent come from cotton mill villages.

Educational Advantages.

The charge has frequently been made and was formerly true that children employed in cotton mills were denied a chance for education, but such is not the case except in very rare instances today.

The cotton mills of the South almost without exception have splendid schools for their employees and encourage them to attend. The cotton manufacturers do not wish their mill operatives to remain ignorant because they believe that education increases their efficiency. The mills have been the great factor in decreasing illiteracy in the South for every mill operative has a school close at hand, whereas those children in sparsely settled or rural communities often can only attend school by going a considerable distance.

A Textile Students' Loan Fund has recently been organized by prominent cotton manufacturers in order to make loans to cotton mill boys who desire to enter college or attend textile schools.

While loans can only be made to boys living in cotton mill villages, it is especially provided that the boy who secures the loan may select his college and his course of study.

The mill boy who desires to become a doctor or a lawyer is just as welcome to a loan as the one who wishes to enter a textile school.

The object of the Textile Students' Loan Fund is to insure that a college education shall be in reach of every boy in a Southern cotton mill village.

Why New England Cannot Compete.

In recent years the New England mills have found it increasingly difficult to compete with Southern cotton mills and have loudly proclaimed that the advantages of the South were in longer hours and lower age limits but their claims can not be substantiated.

Massachusetts is the only New England State that restricts the hours of labor to less than 54 and in the South one State has a limit of 55 while a large portion of the mills in other Southern States work only 55 hours.

The Southern States prohibit the employment of children under 14 years of age and the New England States have the same provision.

The competition of the Southern mills is not based upon long hours or young children but upon two factors.

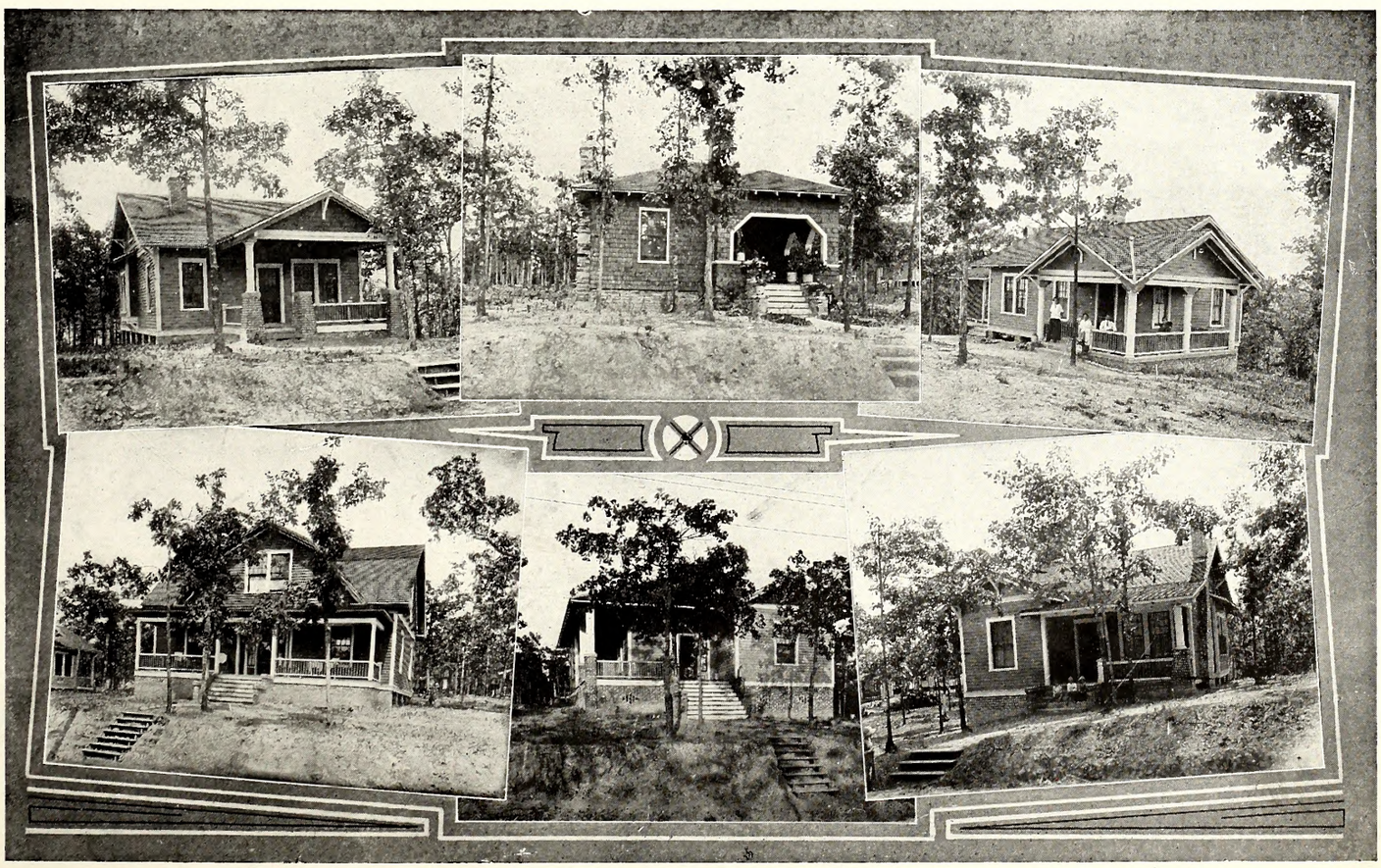
(1) The operatives of the Southern mills are becoming more skilled and more efficient and the South is now producing fabrics upon which New England mills formerly had a monopoly.

(2) The cost of living in the South is so much less that it requires less wages to maintain the same standard of living conditions.

New England operatives pay rents of $5 to $7 per week as compared to $1 to $1.25 per week in the South, and their annual fuel cost is $86 per year as compared with $18 for Southern operatives. New England operatives have to buy more and heavier clothing and to buy the vegetables which the Southern operative gets from his garden.

It is estimated that the Southern operative has an advantage of $7.80 per week which means that if the Southern operative gets $15 per week he can live as well as the New England operative who gets $22.80 per week.

If the New England mills establish the same wage scale their operatives will not receive enough to cover their living cost whereas if they pay the operatives enough to allow them to live upon the same scale as Southern operatives, they cannot compete with Southern made goods.



MODERN TYPE OF COTTAGES FOR COTTON MILL EMPLOYEES

South Enforces Its Child Labor Laws

Excerpts of Hearings Before a Sub-Committee of the Committee on Judiciary, United States Senate, on the Proposed Federal Child Labor Amendment.

January 18, 1923.

Statement of Mr. A. H. Gibert, Jr., Chief Inspector of the Department of Agriculture and Labor of the State of South Carolina, Columbia, S. C.

Senator Shortridge: Mr. Gibert, you may state what you know about the child labor situation in South Carolina.

Mr. Gibert: I understand the statement has been made before you that the mills in South Carolina are intentionally violating our child labor laws. I wish to say we have not found such to be the case. On the other hand, we have found our mills are anxious and willing to co-operate with us in every way possible.

As an illustration of the situation and the position the mills take, I will say that there have been a few cases recently where permits were given by our office in compliance with our law of the employment of children between the ages of 14 and 16, and the mills were a little doubtful about the matter and called our attention to the cases; called our attention to their fear that the children were of doubtful age and asked that we make an investigation.

Senator Shortridge: What is the age limit?

Mr. Gibert: The age limit is 14. But from 14 to 16 we are required to issue permits before children may be employed. An applicant has to furnish an affidavit signed by his or her parent or guardian stating age, birthplace, and so on, and that had to be substantiated by a Bible record or an insurance policy four or five years old. Children between the ages of 14 and 16 are allowed to work until 8 o'clock at night, 55 hours a week, except in case of the shutdown of a mill due to some accident when they can work until 9 o'clock at night if not over 10 hours.

Senator Shortridge: What official position do you hold?

Mr. Gibert: I am chief inspector of the department of agriculture and labor. I have charge of the enforcement of the child labor law.

Senator Shortridge: In a word, will you tell us whether the law of South Carolina is being enforced?

Mr. Gibert: Yes, sir; I do tell you that.

Senator Shortridge: It is your duty to see to it that the law is observed?

Mr. Gibert: Yes, sir.

Senator Colt: Have there been any complaints that the law has not been enforced?

Mr. Gibert: We have not received any. Of course, I would not say there are no violations, because that occurs with reference to any law, but we have not found any intentional violations, or very few, at least.

Senator Colt: Does the law extend to agriculture?

Mr. Gibert: No, sir; only to cotton and woolen mills and mines.

Senator Colt: Under 14 is labor prohibited in South Carolina?

Mr. Gibert: Yes, sir. And from 14 to 16 we require permits.

Senator Colt: But under 14 years of age child labor is prohibited.

Mr. Gibert: Yes, sir; we do not allow children under 14 to be employed in cotton and woolen mills and mines at all.

Senator Colt: How often are the mills and mines inspected?

Mr. Gibert: Four or five times a year each plant is inspected, and sometimes oftener, but that is about the average. When an inspector goes to a plant he goes through all the files and looks at the permits and then goes out and looks at every child in the mill, and talks to the children, and if anything seems doubtful he makes a special investigation of each case.

Senator Colt: What is the penalty for violation of the law?

Mr. Gibert: Not less than $10 nor more than $50 for each offense.

Senator Colt: Is there any greater penalty for a second or third offense?

Mr. Gibert: No, sir; for each and every offense.

Senator Colt: There is no jail sentence in any case?

Mr. Gibert: Yes, sir; or to be confined in jail not longer than 30 days in the discretion of the court.

Senator Shortridge: To whom does that penalty apply?

Mr. Gibert: Either the mill or the parents. If a parent makes a false affidavit he can be punished, or the mill management may be punished for improperly employing the child.

Senator Shortridge: Have you statistics showing the number of children at work in the mills and factories of South Carolina?

Mr. Gibert: Yes, sir; I have such a statement here.

Senator Shortridge: How many as of the latest tabulation?

Mr. Gibert: According to a statement we made in June of this year 2,243 children between the ages of 14 and 16 years were employed in the mills of South Carolina. I might add that that is the smallest number we have had since our law was enacted.

Senator Shortridge: When was that statute enacted?

Mr. Gibert: I believe the date of the statute is 1912.

Senator Colt: That refers to children between the ages of 14 and 16?

Mr. Gibert: Yes, sir.

Senator Colt: When you state a permit must be granted between those ages what are the conditions, if any, under which a child between 14 and 16 can be employed? Are there any conditions connected with such employment? Do you have to have the consent or parents, for instance.

Mr. Gibert: Oh, yes, sir. The parent or guardian has to sign a statement requesting a permit.

Senator Shortridge: Have you in South Carolina any laws as to compulsory education? That is, requiring children under certain ages to attend school for a certain time, so many weeks or months during the year?

Mr. Gibert: Yes, sir.

Senator Colt: How long have you been an inspector?

Mr. Gibert: I have been chief inspector a little over two years.

Senator Colt: How many cases of violation have you found?

Mr. Gibert: I do not remember now exactly how many, but very few if any at all. That is, I mean since I have been chief inspector. I would say three or four.

Senator Colt: You have not found then any general violation of the child labor law of South Carolina?

Mr. Gibert: No, sir.

Senator Shortridge: A child between the ages of 14 and 16 may not be employed in a factory or in a mine in South Carolina without the issuance of a permit?

Mr. Gibert: No, sir.

Senator Shortridge: And that permit is to be granted upon the application of parent or guardian of the child?

Mr. Gibert: Yes, sir.

Senator Shortridge: And the hours of labor under your law are what?

Mr. Gibert: They can not start to work before 6 o'clock in the morning, nor can they work longer than 8 o'clock at night. They can not work over 10 hours in one day. The exception is that they can work until 9 o'clock at night if the mill has suffered an accident or shutdown, they can work an hour longer in order to make up lost time.

Senator Shortridge: Does the law permit what is known as night work?

Mr. Gibert: Not for children.

Senator Shortridge: In respect to adults, what are the hours of labor, if you have a legal limit.

Mr. Gibert: Not longer than 10 hours a day or 55 hours a week.

Senator Shortridge: And you have the same limit for night work?

Mr. Gibert: Yes, sir.

Senator Colt: Will you repeat again what you said with regard to hours for children?

Mr. Gibert: They can not start work before 6 o'clock in the morning, nor can they work later than 8 o'clock at night except when an accident had occurred and then they can work until 9 o'clock in order to make up lost time.

Senator Shortridge: Have you laws with regard to the inspection of mills, factories, and mines as those conditions affect workers, particularly as to children, as to their environment?

Mr. Gibert: Do you mean wherein our law states we are to make inspections?

Senator Shortridge: Yes.

Mr. Gibert: Yes, sir.

Senator Shortridge: It has been stated that children have been employed, not necessarily in South Carolina but perhaps elsewhere, in places and under conditions which were hurtful to their physical health. Have you any factory inspection laws, any officers, whose duty it is to inspect mines, factories, and mills to see to it that certain conditions prevail?

Mr. Gibert: Yes, sir; to see that the workrooms are clean and sanitary and properly ventilated. We enforce that.

Senator Shortridge: Is there anything else you wish to state?

Mr. Gibert: I believe not.

Senator Shortridge: Mr. David Clark, is there anything you wish brought out by the witness?

Mr. Clark: I would like for him to bring out the attitude of the cotton manufacturers in regard to the enforcement of the State law.

Senator Shortridge: What have you to say upon that point?

Mr. Gibert: I think they have cooperated with us in every way to enforce the law. I do not believe there is any intention on their part to violate the law. We have not found anything of the kind. They work with us on every occasion, in fact sometimes call things to our attention that we do not catch, things that would mean the losing of the labor of their employees. They would tell us to investigate certain things. We would go to their plant and they would express an entire willingness to discharge the child until we could make an investigation, thus showing they are anxious to help us in every way to carry out the law both in letter and in spirit. I thank you, gentlemen.

Senator Shortridge: Is there anything more you wish this witness to state, Mr. Clark?

Mr. Clark: I wish, if I may, to summarize the situation. South Carolina prohibits the employment of a child under any circumstances in a mine, factory or cannery under 14 years of age, or a child 16 years of age at night. South Carolina forbids the employment of any child in a mine, factory, or cannery more than 55 hours a week. In order to show that the law is not evaded they put on a provision that in order for a child between 14 and 16 years of age to get employment that child must secure a permit from the Department of Agriculture and Labor, so they will not evade the 14-year provision.

I next wish to introduce Mrs. K. B. Johnson, commissioner of welfare of North Carolina.

Senator Shortridge: The subcommittee will be glad to hear from Mrs. Johnson.

Statement of Mrs. K. B. Johnson, Commissioner of Welfare of the State of North Carolina.

Mrs. Johnson: Mr. Chairman and gentlemen, I understand that it has been stated North Carolina is one of the Southern States that have an inadequate child welfare law, or child labor law, and that it is inefficiently enforced.

The child labor law in North Carolina is practically the same as the

South Enforces Its Child Labor Laws

child labor law in South Carolina. I have it here, and if you wish me to do so I can give it to you in detail.

It provides that no child under 14 years shall be employed or permitted to work in or about or in connection with any mill, factory, cannery, workshop, manufacturing establishment, laundry, bakery mercantile establishment, office, hotel, restaurant, barber shop, or bootblack stand, public stable, garage, place of amusement, or in messenger or delivery service, except in cases and under regulations prescribed by the commission created.

It also provides that no person under 16 years of age shall be employed or permitted to work at night in any of the places or occupations referred to in section 5 of the act between the hours of 9 p. m. and 6 a. m., and that no persons under 16 years of age shall be employed or permitted to work in or about or in connection with any quarry or mine.

Then there are rulings of the State child welfare commission, who have the enforcement of the law. They provide that no child of any age under 16 shall be permitted in any of the occupations mentioned in section 5 of the act before 6 in the morning or after 9 at night. Also that no girl under 16 years of age shall be required to work in any of the occupations mentioned in section 5.

The reason for this last provision as set forth is that if the womanhood of the State is to be properly conserved girls of tender age shall not be allowed to work. And no child under 14 years of age shall be employed in any of the occupations mentioned in section 5 for more than 8 hours in one day.

Boys between 12 and 14 years of age may be employed when the public school is not in session, when it is shown by the county superintendent of public welfare that it does not endanger the morals or health of the child to work during vacation and after school hours.

We have in North Carolina a child welfare commission whose duty it is to enforce the child labor laws. This commission is composed of the superintendent of public instruction, the secretary of the State Board of Health, and the commissioner of public welfare.

We believe if each child is to be given equality of opportunity, emphasis cannot be placed upon child labor alone, but must be made a health, educational, and recreational measure.

We had issued during the last biennial period approximately 8,283 certificates to children between the ages of 12 and 16. I use the word "approximately" because there are about a thousand certificates unclassified.

Senator Colt: What is the population of the State?

Senator Overman: Two million four hundred thousand.

Mrs. Johnson: Of this number of certificates 819 were issued to boys between 12 and 14 years of age to work after school and during vacation periods. But 216 of those boys reached their fourteenth birthday before school opened in the fall.

Our compulsory school attendance law and our child labor law are closely related. We believe it is proper that the same agency that takes a child out of labor should place the child in school, and the compulsory school attendance law is the same as the child labor law.

Eighty per cent of all certificates issued were for manufacturing plants. Ninety per cent of all children to whom certificates were issued to work have had a physical examination, and we have their school records The superintendent of public welfare and the local agent has the right to refuse a working certificate to any child who has any physical handicap that would make it detrimental to him to go into labor or industry.

We have not left the matter in the condition of only refusing working certificates to children who were not physically able to work, but we have in a number of counties in the State organized clinics for the purpose of giving corrective treatment to these children. If one county in North Carolina, where the industrial development is rather new, we found that 33 per cent of all the children who applied for working certificates had physical disabilities. A number of these children had been previously granted certificates to work by the Federal authorities. That health record is rather bad, but that is because it is in a large rural section, and not in the Piedmont section of North Carolina.

We believe that the law is being satisfactorily enforced in North Carolina. We believe that on account of the emphasis that we are placing on health, on education, and on recreation, that we are getting better results than if it were merely made a child welfare measure. I can say, I believe, that there has not been one instance where the manufacturing interests in North Carolina have not cooperated with us in the enforcement of the law. In some of the counties of the State, where we did not have health officers, in order to provide the medical examination for the children the manufacturers have cooperated with us in making it possible to give these children medical examinations. They have also in a number of instances been extremely interested in putting on a recreation program.

We feel that probably our law in North Carolina needs strengthening. There is a decided sentiment in hte State that it should be strengthened. The Child Welfare Commission has the right to eliminate the ruling which makes it possible now to issue working certificates to boys between 12 and 14 years of age. Some manufacturers of North Carolina have gone on record and have passed a resolution askking the Child Welfare Commission to do this.

I think, however, that the emphasis should be placed on compulsory school attendance, probably, rather than on raising the age of children to whom working certificates should be issued. I mean by this that we are very much interested in passing a law requiring children to be in school until they are 14 years of age, or until they have passed through the grammar schools of the State. That, of course, would mean that many children would not be permitted to go to work until after they were 14 years of age. Our compulsory school attendance law was passed two years ago, and as a result our superintendents of public welfare in the State, who also enforce the child labor law, put in the schools of North Carolina 100,000 more children than had ever been in its schools before, and the daily attendance increased about 87 per cent. Many of these children were almost 14 years of age, and of course some of them were in the first grade. And we want to strengthen the law by requiring the children to stay in school until reaching a certain period, and that would have the effect of keeping them out of industry.

Senator Overman: Mrs. Johnson, I wish you would tell the committee the character of our mills, as to schools, churches, Young Men's Christian Associations, and all those things that tend to help a child and tend to educate it and take care of its health. Now, what is the character of those institutions in that respect, Mrs. Johnson?

Mrs. Johnson: Well, generally speaking, Senator Overman, I think the mills in North Carolina stand far above the average. Of course, we have some exceptions to that, unfortunately, but I think also that we have some of the best mill villages that you could find anywhere.

Senator Shortridge: The age limit, then, Mrs. Johnson. where certificates under the law must be issued before the child goes to work, is from 12 to 14, or 12 to 16?

Mrs. Johnson: Twelve to sixteen. We issue certificates to all children from 12 to 16. Girls, however, may not be permitted to work under 14.

Senator Shortridge: Yes. In other words, a child between 12 and 16, in the case of boys, may not work in designated factories or mills without this preliminary certificate; is that right?

Mrs. Johnson: And after a physical examination and a school record, Mr. Chairman.

Senator Shortridge: And the given certificate is issued upon a required showing of the facts?

Mrs. Johnson: And the superintendent of public welfare has the authority under the law to refuse a child a working certificate if in his opinion the physical or moral surroundings are not fit for the child. I mean if the child is not physically able to work or the moral or sanitary surroundings are such that they would be detrimental to the child.

Senator Shortridge: Your law, I infer from what you have stated, does not apply to agricultural or farm work, but does apply to mills, factories, mines, etc. Did you give the list?

Mrs. Johnson: Yes.

Senator Shortridge: Your law is supposed to cover all those lines of work which affect or may affect injuriously children of a certain age. You say in the case of girls the limit there is 14?

Mrs. Johnson: Yes.

Senator Shortridge: Between 14 and 16.

Senator Shortridge: And as the facts are there now in North Carolina, generally speaking, you say they are satisfactory?

Mrs. Johnson: The situation in North Carolina in that respect is satisfactory, and there is a decided growth in public opinion that the law should be strengthened. I think it is generally conceded that we have enforced the law unusually well for the welfare of the children from the three-fold viewpoint of health and education and labor, and that the people of North Carolina will gradually support raising the standards of the law.

Senator Shortridge: You find the operators of the mills and of the other lines of industry sympathetic with the law?

Mrs. Johnson: The operators of the mills have been far more sympathetic with the laws than other employers. For instance, the greatest trouble that we have had bas been with people in stores and delivery service, and things like that.

Mr. Clark: It is frequently the case in all States that a widow with small children has no means of support except those children, and of course being denied employment under 14, she does not know where to turn for assistance. We have a provision in North Carolina now by which she can get some assistance, and Mrs. Johnson has a bill before our legislature, which will pass, and I would like her to tell what is being done. That is a step in advance of some of the States that are trying to regulate our affairs.

Mrs. Johnson: If we force a child to go to school, and we feel that the mother is in financial need, the board of education is required to give her some help, in order that the children may be put in school and that it may not work a hardship on the mother. But we have introduced in the general assembly in North Carolina, which is now in session, a mothers' aid bill, which we believe will entirely eliminate the necessity for our granting any working certificates to boys between the ages of 12 and 14, because it looks after children under 14 years of age, and we feel sure that the bill will pass. It has been favorably received.

Minimum Ages at Which Children Can

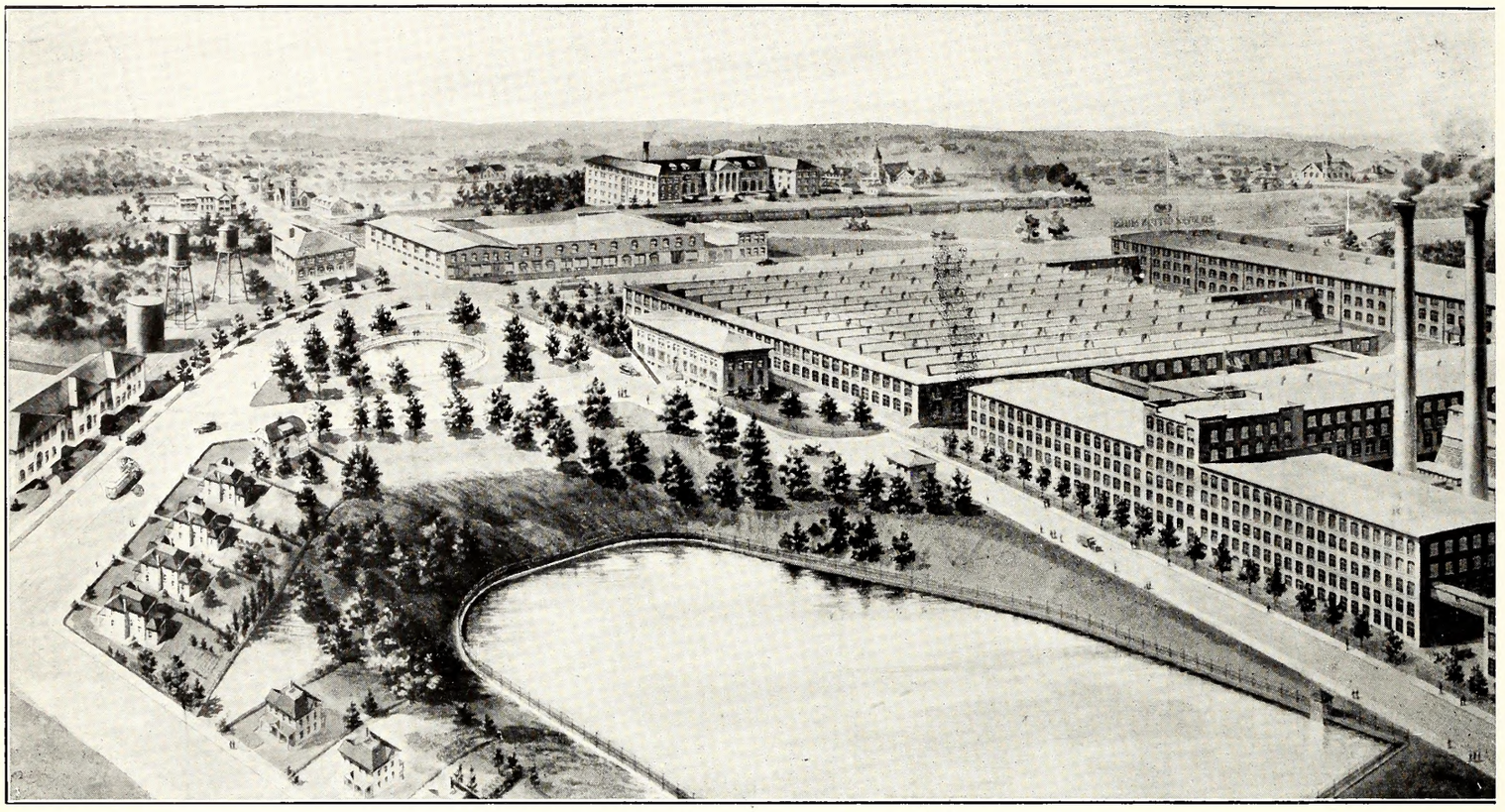


Be Employed in Factories Under State Laws



PREPARED BY
Southern Textile Bulletin
CHARLOTTE, N. C.

Riverside and Dan River Cotton Mills



PANORAMA OF SCHOOLFIELD DIVISION OF THE

Long before the war when wages were low and welfare workers were unheard of in college and educational circles, the Riverside and Dan River Cotton Mills began a progressive program of constructive educational work, the climax of which can only partly be shown in the illustrations accompanying this review.

About twenty five years ago, the Riverside and Dan River Cotton Mills, unable to assist its employees to a larger community development because all its property was hemmed in by the city boundaries and progress was restricted by limitations peculiar to city life, bought a large tract of land on the Dan River.

There the company enlarged its plant year after year, built homes for home and development seekers, business houses for competing firms, assisted the county in building school houses, and the churches in erecting places to worship.

Here was a wide open door of opportunity for Americanization of the finest of Anglo-Saxon Citizenry. A young energetic woman of faith entered this door and for many years gave unselfishly of her best endeavors to bring opportunities for growth and larger living among the thousands who came from the mountains, the farms and from neighboring states.

Year by year the work grew until the eight-room, frame schoolhouse has been supplemented by two modern brick structures. The enrollment has increased from several children to more than eleven hundred in 1923.

The first kindergarten was held in a store room. Then an adjacent store room afforded a meeting place for girls and boys clubs and a small library. Out of these small beginnings have grown highly specialized organizations and institutions housed in magnificent buildings of which the best colleges of the land could well be proud.

Although some of these buildings were built during the war, they were not war time expedients. They are but part of a comprehensive plan of community development based upon the idea that the interests of the employees and of management are mutual.

As the work grew and the younger generations in particular became more interested, additional worker and teachers were added. A definite organization of community workers and teachers numbering between seventy five and a hundred now functions.

The Day Nursery.

One of the oldest of these institutions is the day nursery where the children of mothers who are obliged to become bread winners may leave their children to be cared for while they earn a living wage and spare. Children between the ages of six months and twelve years age are cared for by competent matron and nurses. A sleeping porch and two separate playgrounds equipped with modern apparatus afford conveniences for growth, comfort and playlife that thousands of American Children are deprived of. The expenses are met jointly by the company and the patrons.

From thirty to forty children are cared for daily. The older ones attend either school or kindergarten and are served a good warm lunch daily. A small herd of guernsey cows, properly inspected and cared for, furnish milk for the children in abundance.

Schools.

The politician and embryonic reformer do not truthfully point the finger of pity at the children of Schoolfield and Riverside. Boys and girls here have the most modern advantages and the latest approved methods in their public school training. Although the county manages and controls the system the funds as its disposal are inadequate. The company supplements the county's budget making it possible to run a nine months term instead of a six months term. Competent experienced teachers are employed and a standard course of study is kept up-to-date.

A valuable adjunct of the school is the work in household economics. Cooking and sewing classes are held for all grades above the third. Girls are taught practical cooking, sewing, millinery and nursing.

The boys have the advantage of instruction in manual arts.

An accredited Junior High School is in operation and the girls make their own commencement dresses.

One room in the mill houses all working boys and girls between the ages of fourteen and sixteen years. Only those who are obliged to support parents are encouraged to enter this department. A part-time school is conducted for their benefit.

Kindergartens

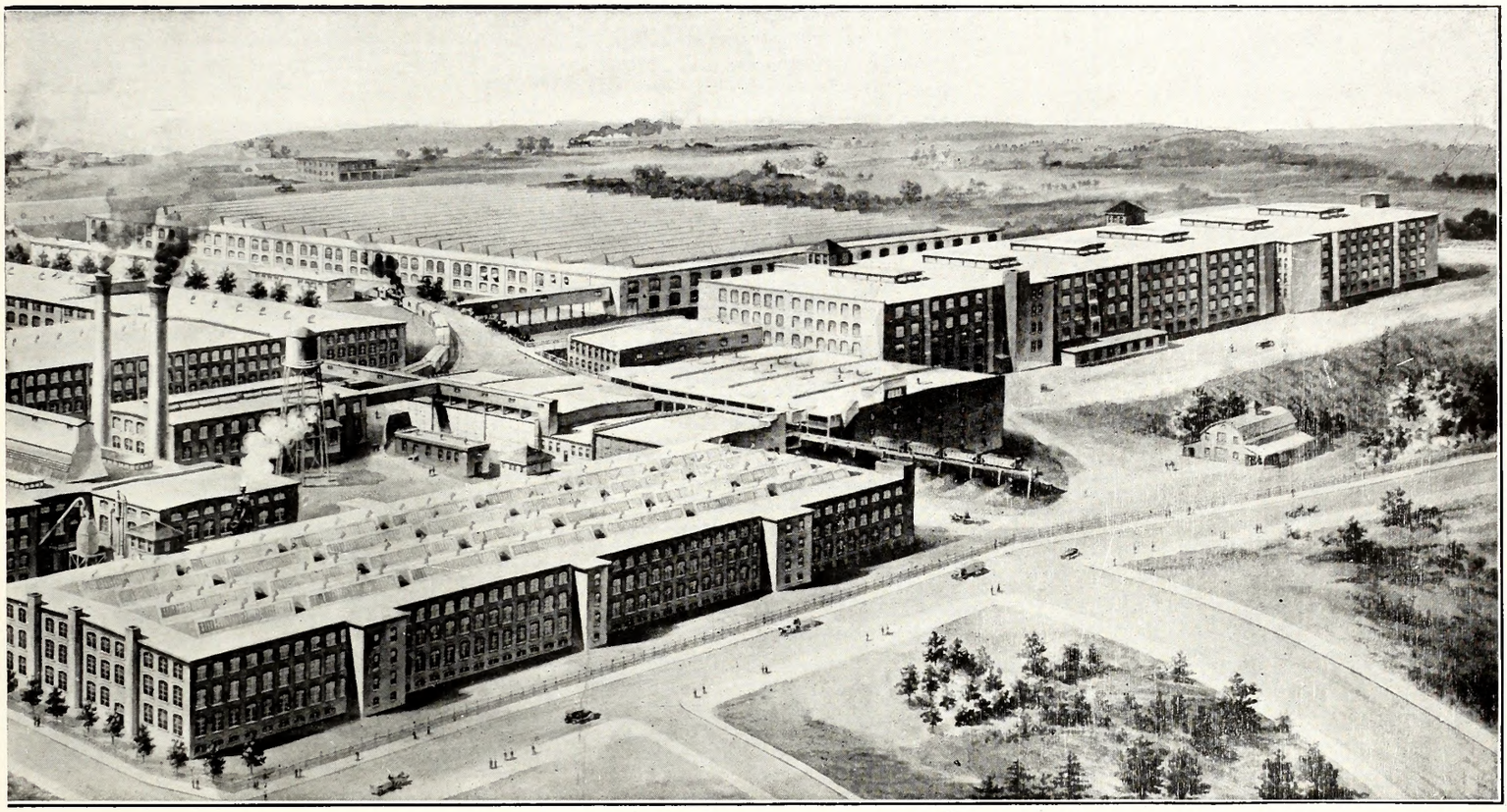
The two kindergartens are a very conspicious part of the work for children. Most of the children now in the schools have passed through these training centers and bear marks of child culture and refinement that makes the problem of discipline one of the contrast to that of a decade ago. Over one hundred and fifty children between five and six years are daily found in these centers of happiness and free play.

Clubs.

Work among the women has been one of expansion from one ideal to another, higher and nobler. The so called "club work" takes care of the leisure hours of girls and women and the school classes afford units and ways of approach. Leadership is furnished for Girl Scouts, campfire girls and mill girls are grouped according to ages and congeniality. Once a week by grades the school girls are given physical training as part of their curriculum, have access to the swimming pool and receive swimming instructions In addition, many leisure hours are given to outdoor sports such as hikes, basket ball, tennis and joyrides. Inter-mill athletics is becoming part of their annual schedule of activities.

Mothers' Clubs are conducted for recreation as well as education,

Riverside and Dan River Cotton Mills



RIVERSIDE AND DAN RIVER COTTON MILLS

Cooking, sewing, millinery, pattern exchange, library, Christmas gifts, parties and feeds are some of the popular activities.

Clinic

A physician and surgeon and two nurses for many years have studied and improved the health of the community. Special milk for babies and instructions to young mothers and expert sanitary precautions have reduced infant mortality to a small fraction of one percent and has almost eliminated contageous diseases except such as are contracted elsewhere and brought in.

A free clinic is conducted every Monday night by specialists on eye, ear, nose, throat and teeth.

During this period thousands of minor operations have brought comfort to our folks which might have been neglected with serious result. This department is a direct adjunct of the company.

Hylton Hall.

That institution which has contributed to the home life and idealism of young women is Hylton Hall. Well has it been styled "A home away from home." It is all of what constitutes the best Y. W. C. A. with yet something to its credit. In it are a kitchen electrically equipped, a neatly kept dining room, a steam laundry, auditorium, gymnasium, swimming pool, guest parlors, library, commodious lobby and living rooms for two hundred girls. Only girls of character employed by the company and teachers employed by the school board are admitted to the home. Here a girl receives her board, room, laundry and a dozen conveniences and courtesies for the sum of $6.50 per week.

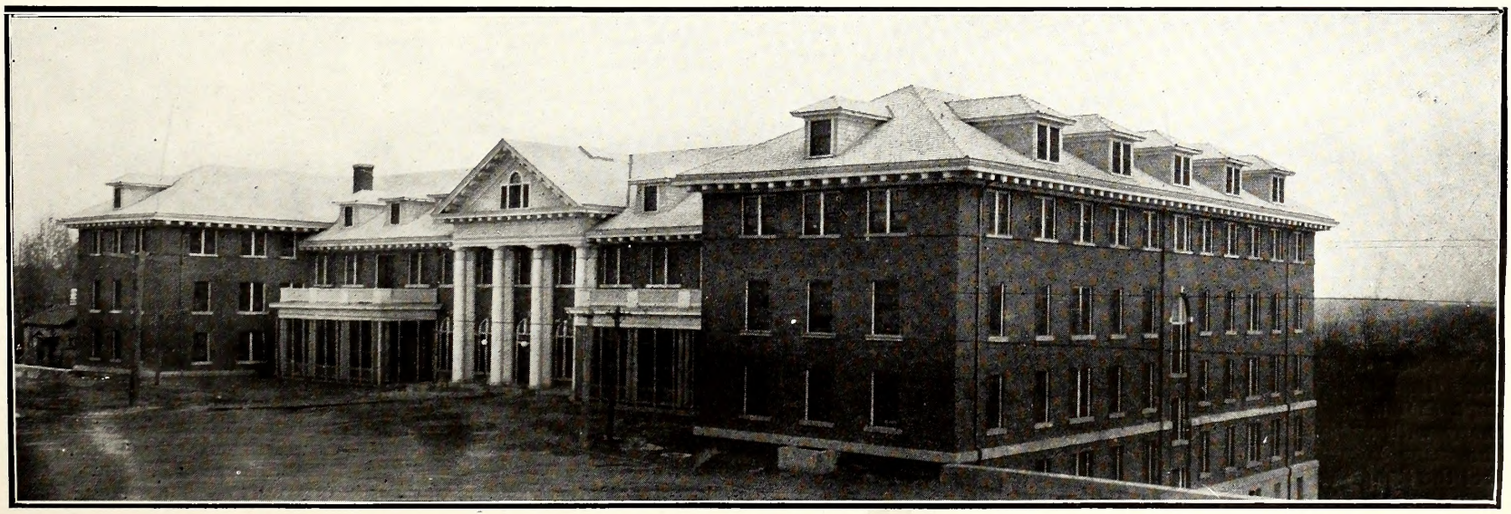
A superintendent, matron, dietitian, and several assistants look after the comfort and happiness of the girls. Classes in millinery, dressmaking, English, arithmetic, Bible training, etc., are offered many months of the year and many gala occasions give the home a cheerfulness not unlike the colleges of our Southland.

The question is often asked, "Is not Hylton Hall too fine to be appreciated?" The only answer to this academic question that can be fairly given is, "Come and see."

So many fine fellowships and friendships and happy lives have been here influenced, that only the most hopeless find it uncongenial.

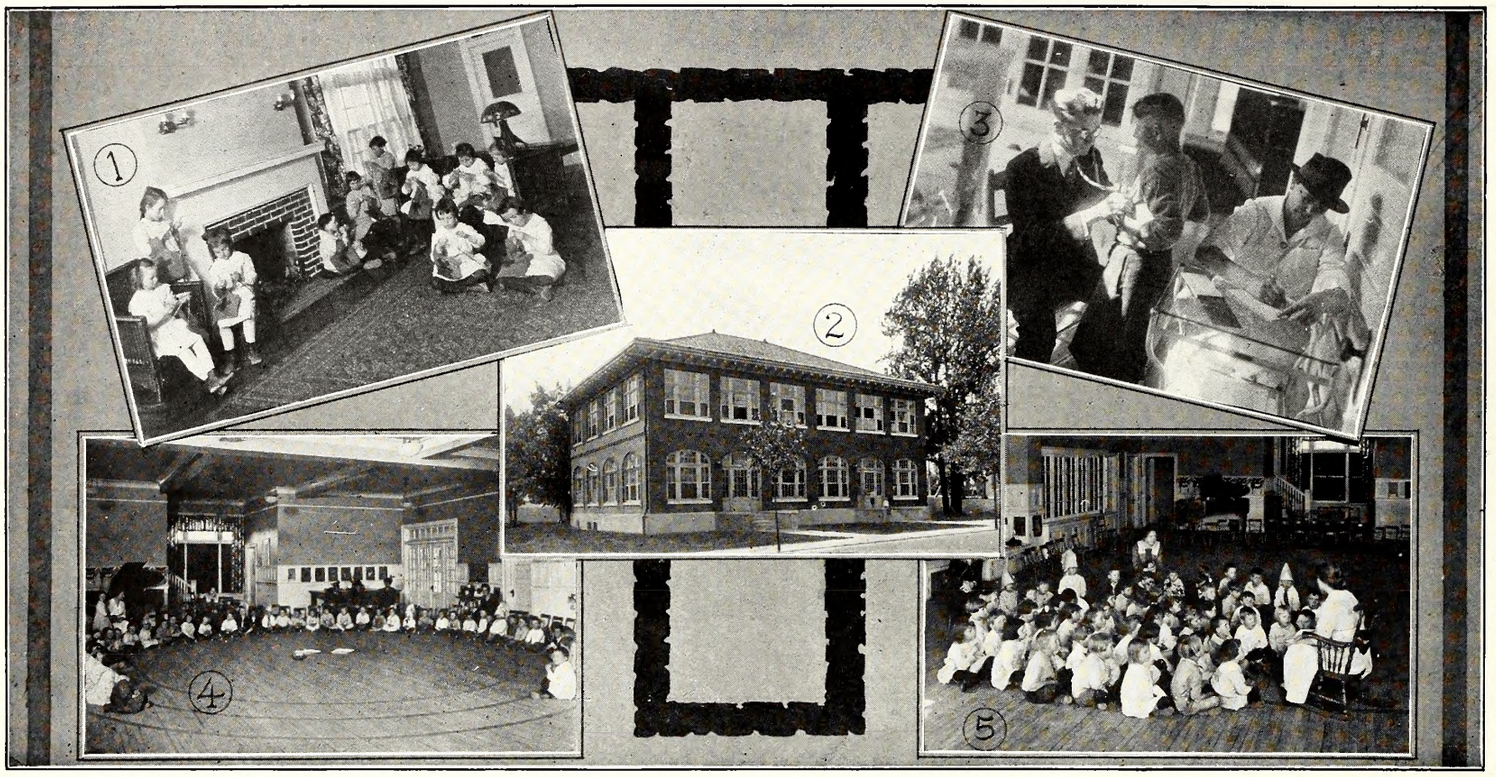
There is an atmosphere of homelikeness and co-operation that makes necessary rules but few. And self respecting girls are happy in their environment. Some have been in the Hall since its opening. Many have married and now have homes of their own. And most of them have their bank accounts.

"Hylton Hall" affords every convenience found in the most modern hotel, only the touch of social freedom and home life are added and the welfare and happiness of every girl is in the care of these fine Christian ladies, who see to it that nothing happens to mar the pleasure of any of "their girls," as they



HYLTON HALL, THE HOME FOR YOUNG WOMEN EMPLOYEES

Riverside and Dan River Cotton Mills



(1) CHILDREN'S CLUB; (2) WELFARE BUILDING; (3) PHYSICAL EXAMINATION; (4) KINDARGARTEN; (5) STORY HOUR

are wont to call them. These young women are placed on their honor, and no matter how humble or auspicious their homes heretofore, the touch of social refinement and good surroundings are in the end to be of inestimable advantage to the young women. Fathers and mothers unable to send their daughters to boarding school can send them here with the assurance that if they adapt themselves and take advantage of the opportunities that are presented them they will better their condition materially and religiously, as the environment here is uplifting and improving in the highest sense.

"Hylton Hall" then is "A Home Away From Home" for the young girls of industry who go forth to earn their living and contribute to the welfare and comfort of those left at home. And to the young girl who goes there no better lesson can be learned than studying the character of the ladies who have the home in charge. The home is more than an abode. It will instill in young hearts a desire for the finer, better things of life that lead to happiness and contentment, and character is the greatest asset of any girl. It is the most dynamic power this side of the stars. Emerson, the great philosopher, said: "The magnetic currents of deity and destiny surge through the soul of a man whose character is sound with a sweep that is irresistible and a triumph that is majestic. He is on harmony with and under the sway of the same laws that direct and control the light, the heat, the tides, the sun, moon and stars." No weapon forged against such a man will succeed. He is panic-proof, failure proof. We have always been taught that "money is power," and "knowledge is power" and in a sense they are, but when they have vanished, character will remain and continue to pay larger dividends than both.

Y. M. C. A.

Perhaps of these character building organizations is better known or has been more pervasive in its influences than the Y. M. C. A. Unique in its contributions to so many phases of community life it has a distinctiveness all its own.

Through the hours of the day, its secretaries bring in groups from all grades of the schools the more than five hundred boys for a practical talk, thirty minutes of play and swim in its crystal clear pool sterilized by the system of the Ultra Ray. Its athletic sports for men and boys are of every kind and for every reason. A score of teams in uniform play baseball regularly during the baseball season. Volley ball, basket ball, indoor baseball, and bowling tournaments are scheduled in their turn. Swimming exhibits, gymnasium parties, poultry shows, circus, field meets, father and son banquets all bring the community into intimate touch.

Its motion pictures—both the photo play and the educational features its dramatic clubs and camping trips are growing interests.

Its evening school enroll about one hundred young men and women for six months and an advanced study class continues practically the year round.

Its general secretary is also director of all other community work. He holds an advisory relationship to the president of the company. His associates, the principal of the schools, the superintendent of Hylton Hall, the director of clubs, the managing editor of Progress together with the president, general superintendent, the village superintendent and the directing physician form with himself a "Forum" which meets monthly to discuss in a democratic way the needs and problems of the community life.

Through a board of directors elected by and from the active membership of the Y. M. C. A., he plans and executes through the Y. M. C. A. staff a fourfold program of activities for men and boys.

Thus the schools, clubs, Y. M. C. A., Hylton Hall and the Day Nursery are each familiar with the others plans, program and policy. An unusual degree of co-operation is the result. Many workers devote their Sundays to the village churches, which have grown and are friendly with each other.

During recent years a weekly community paper called "Progress" has served as an educational and advertising medium to acquaint the employees with the many diversified means of entertainment and improvement from which they may choose to occupy their hours of leisure.

Concert Band.

About two years ago a band was organized. The accomplished director and composer has rounded out in a comparatively short time a group of forty two men and boys who are now accomplished musicians. They regularly play the masterpieces of the great composers and by weekly concerts entertain thousands of lovers of music. He has perfected an instrumentation hardly excelled south of the Mason and Dixon line.

Industrial Democracy.

With this comprehensive system of community education has grown up a community consciousness and appreciation that finds expression in a co-operative system of industrial government known as Industrial Democracy—a system in which the management and the men meet around the council table, where they discuss and solve their problems in a frank and friendly way.

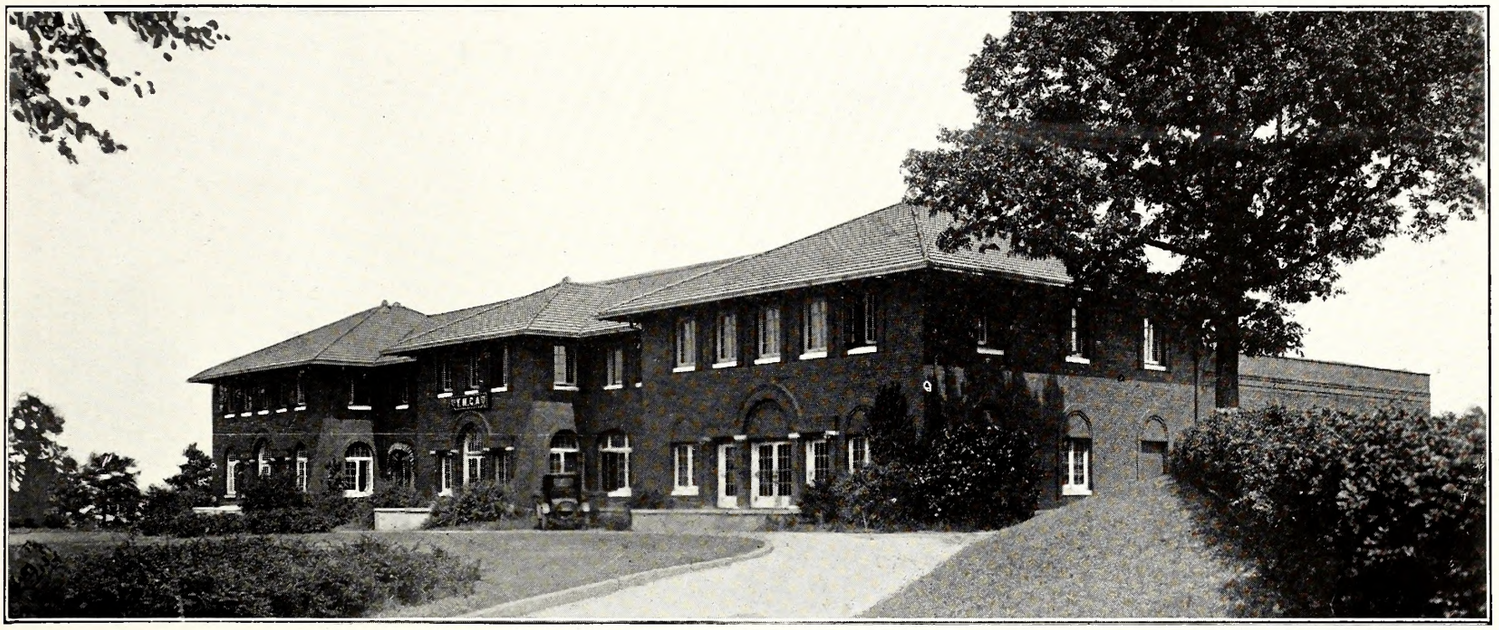
Although there are a House, elected by popular vote, a Senate constituted of the overseers (or formen) and a cabinet composed of executive heads, through each of which all regular bills must pass, nevertheless, the real man to man work is done through the regular committee of each branch.

When a bill or resolution is presented by any member of either body, it is referred to the proper committee which meets and summons every person who is likely to be helped or hindered. The facts are laid before the members. Discussions are entered into freely. The truth is revealed, and a remedy, usually satisfactory, is arrived at.

By all working together in this way, seconds, time, waste, labor, turnover, and lives have been saved.

Due to this system hundreds of

Riverside and Dan River Cotton Mills



SCHOOLFIELD Y. M. C. A.

thousands of dollars have been earned and saved in addition to the employees regular wages. These savings are divided equally between employees and the company under the name of "Economy dividends." The amount earned and saved over and above the standard originally agreed on, varies from five per cent to sixteen and two thirds per cent. This earning is in no sense a bonus and depends on the justice, co-operation, economy, energy and the willingness each to serve for the good of all. It is the substantial expression of community solidarity.

Other expressions of community life could be well mentioned. A central employment bureau co-operating with department leaders has displaced the old method so conducive to friction and hatred. An adequate police and fire department give protection to lives and homes. Ways and means of preventing accidents have been introduced. Inventions have resulted and the inventors have been encouraged with rewards.

By a system of group insurance, every employee is insured for from five hundred to fifteen hundred dollars depending on his term of service with the company.



DAY NURSERY SCENE

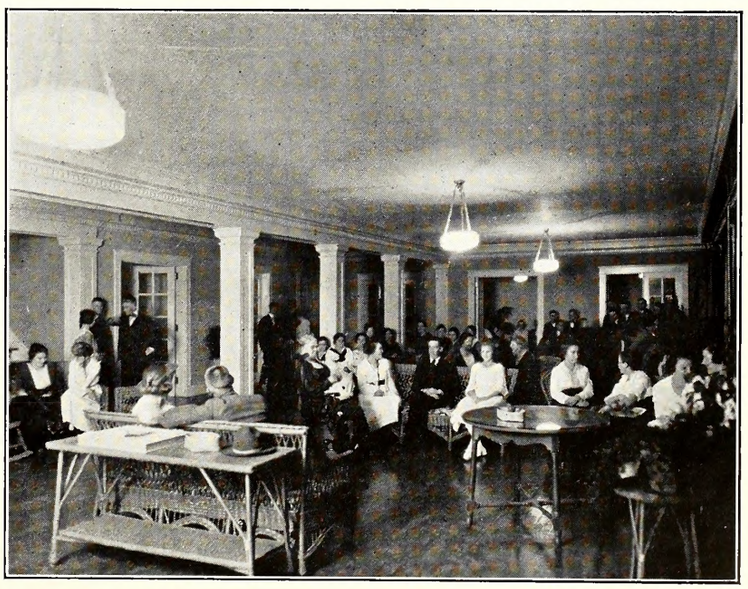
Briefly the "forgotten man" referred to by a prominent Virginian and a friend of the industry has been rediscovered and the day of better and happier homes is here.

There are several handsome churches in Schoolfield. These buildings are large and well equipped and will compare very favorably with similar edifices in the larger cities. They are served by able ministers whose work has received a real spirit of co-operation from the various congregations. The Sunday Schools are well attended and have a fine influence on the younger people of the community. The denominations represented by the churches are Methodist, Baptist, Presbyterian and Dunkard.

All of the leading fraternal organizations are well represented at Schoolfield. The orders of Masons, Odd Fellows, Woodmen of the

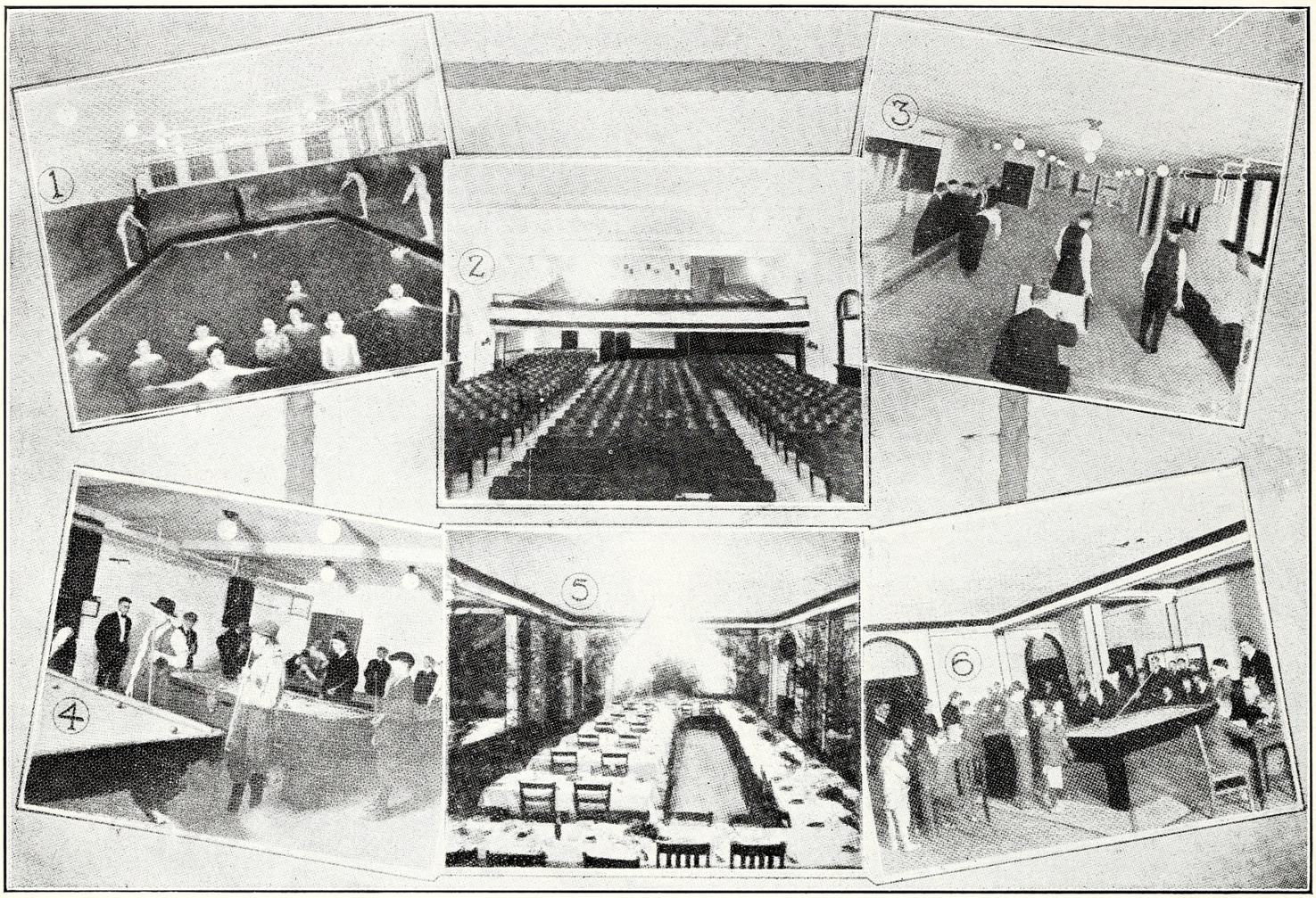


SEWING CLASS OF HYLTON HALL GIRLS



ENTERTAINMENT NIGHT AT HYLTON HALL

Riverside and Dan River Cotton Mills

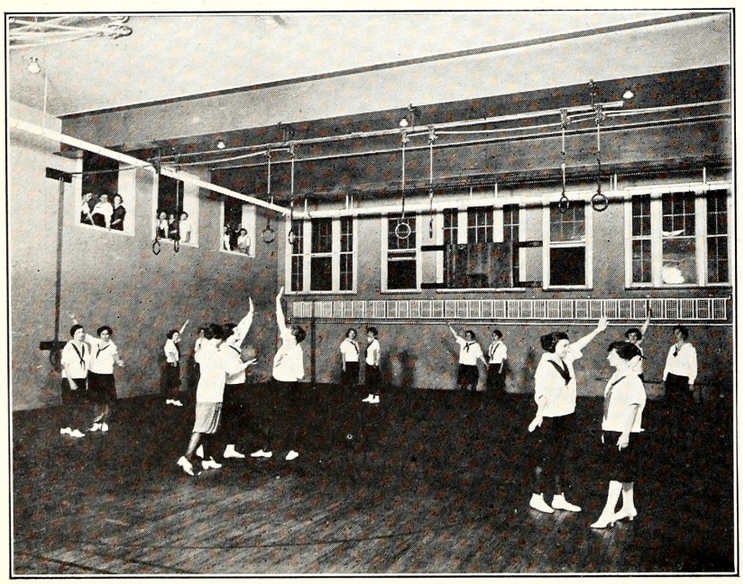


(1) SCHOOLFIELD Y. M. C. A. SWIMMING POOL; (2) AUDITORIUM; (3) BOWLING ALLEY; (4) POOL TABLES; (5) BANQUET HALL; (6) BOY SCO UT ROOM

World, Red Men and Pochontas all have a large following among the employees of these mills. Each of the lodges has made a fine record illustrative of the ideals of the brotherhood which characterize hese well known organizations.

Back of the varied welfare activities at the Riverside and Dan River Mills is the splendid spirit of Christian service and brotherhood, which dominates the lives of the men who direct its policies. This spirit manifests itself in the lives and hearts of those appointed to apply these principles and inspires in them a love and devotion to their work which is not excelled anywhere. Too much praise canot be given these men nor it possible to express full appreciation of their spirit and influence.

The men whose ability and energy piloted this company along the road to phenomenal success were R. A. Schoolfield and H. R. Fitzgerald. Mr. Schoolfield retired some years ago after serving as president of the company for a long period of years. He was succeeded by H. R. Fitzgerald who has been secretary and treasurer and active manager



RECREATION FOR HYLTON HALL GIRLS



DINING HALL SCENE IN HYLTON HALL

Riverside and Dan River Cotton Mills



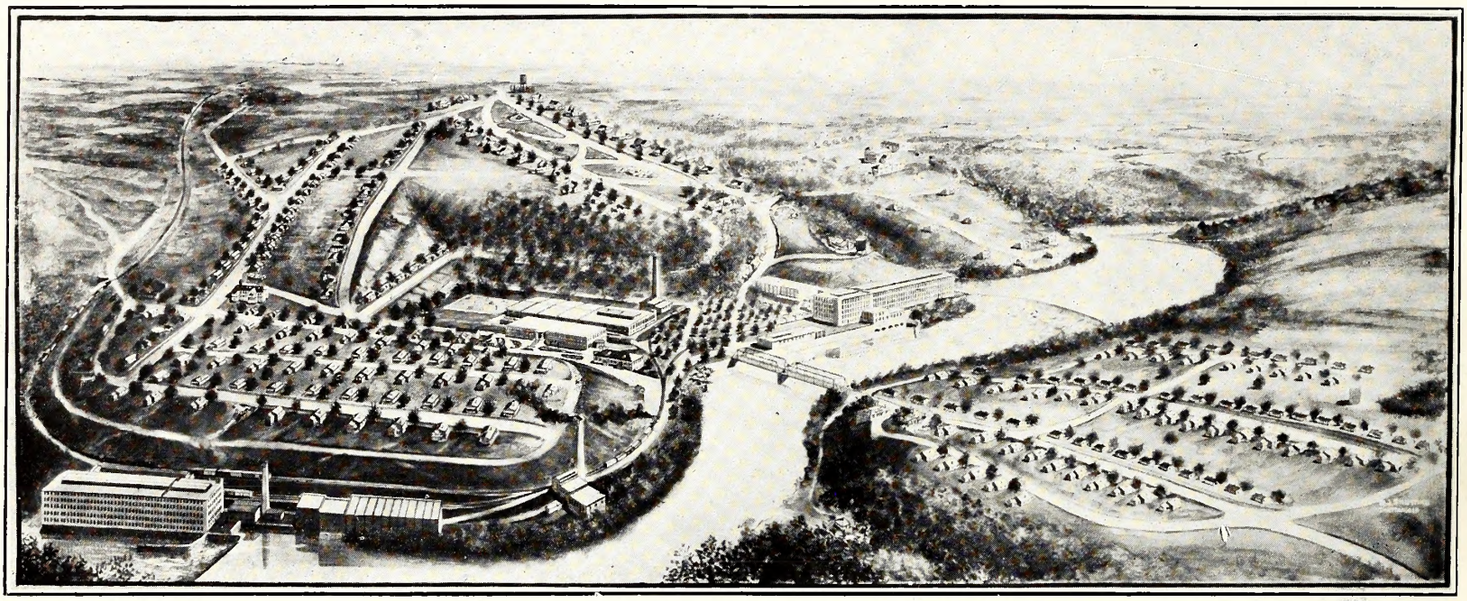
INTERIOR VIEWS OF HYLTON HALL—(1) A "ONE-GIRL" BEDROOM; (2) BEDROOM FOR TWO GIRLS; (3) SECTION OF LOBBY; (4) ENTRANCE TO LOBBY; (5) MAIN PARLOR WITH SMALL PARLORS; (6) LIVING ROOM; (7) DINING ROOM; (8) LOBBY AND OFFICE

for a long many years. Mr. Schoolfield serves now as chairman of the board of directors.

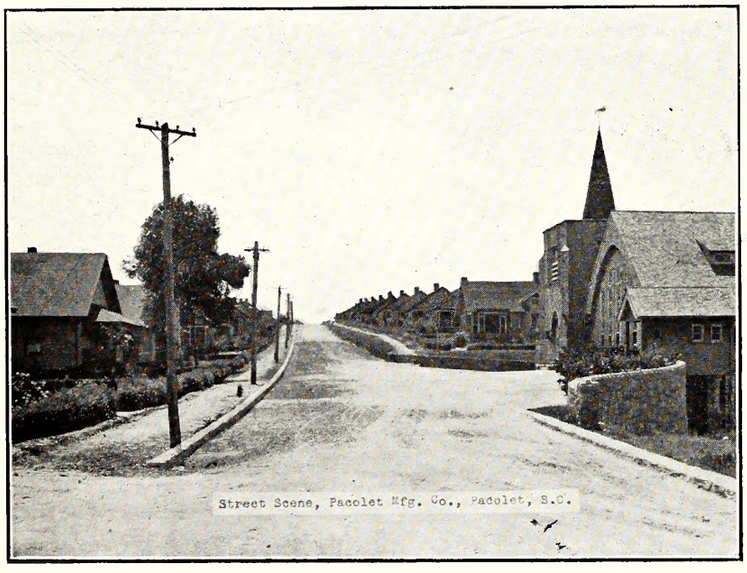
The capital stock of the Dan River and Riverside Mills is $13,500,000. The mills have a total equipment of 451,312 spindles and 13,499 looms in operation at this time and will install 40,000 spindles during the present year. These mills manufacture a wide variety of cotton goods, including a large line of ginghams of remarkable texture and beautiful colors.

George W. Robertson, one of the most efficient mill men in the South, is general superintendent of the Riverside and Dan River Cotton Mills.

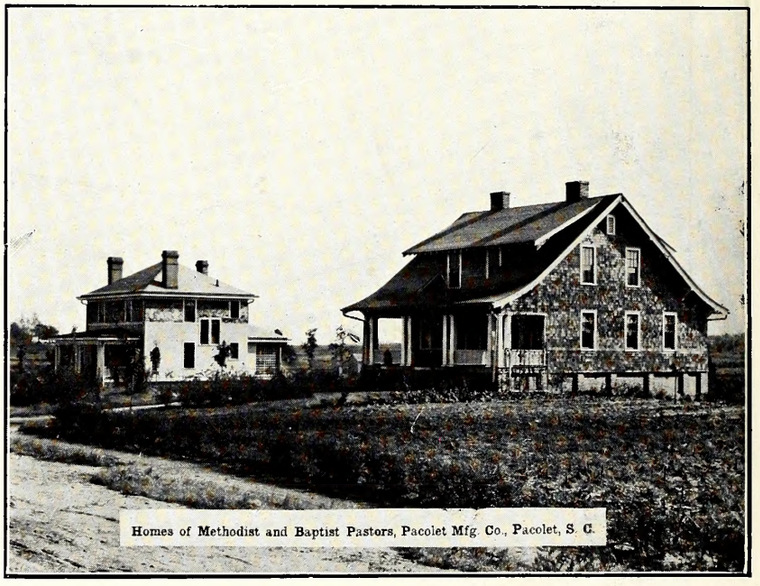
Pacolet Manufacturing Company



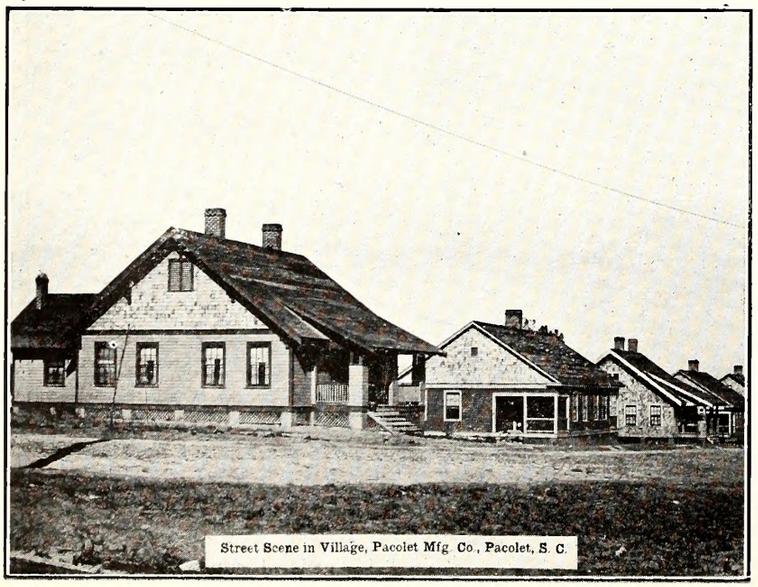
BIRDSEYE VIEW, PACOLET MANUFACTURING COMPANY, PACOLET, S. C.



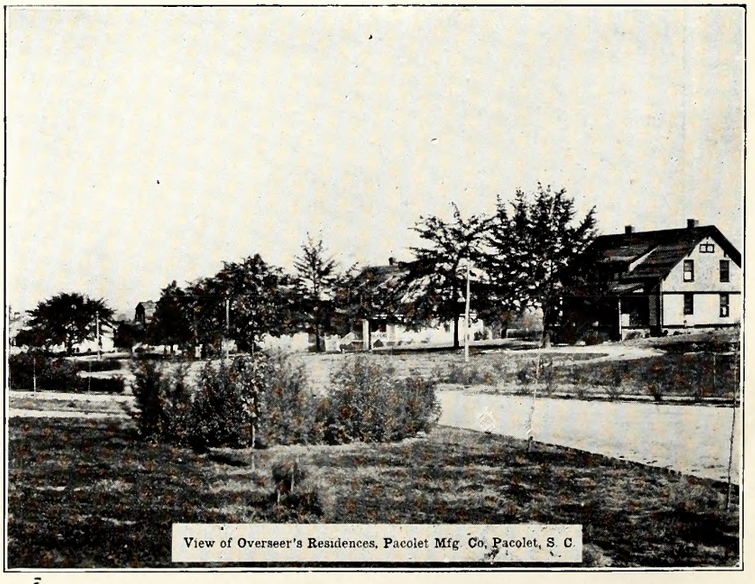
Street Scene, Pacolet Mfg. Co., Pacolet, S.C.



Homes of Methodist and Baptist Pastors, Pacolet Mfg. Co., Pacolet, S. C.

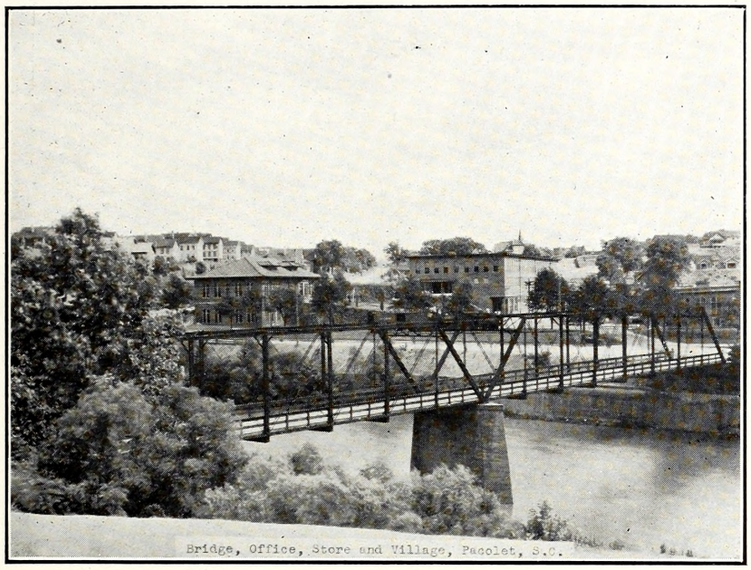


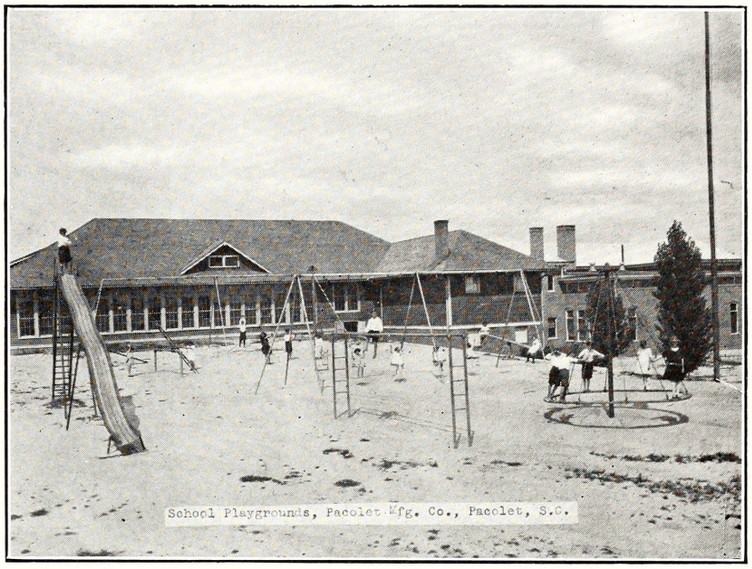
Street Scene in Village, Pacolet Mfg. Co., Pacolet, S. C.

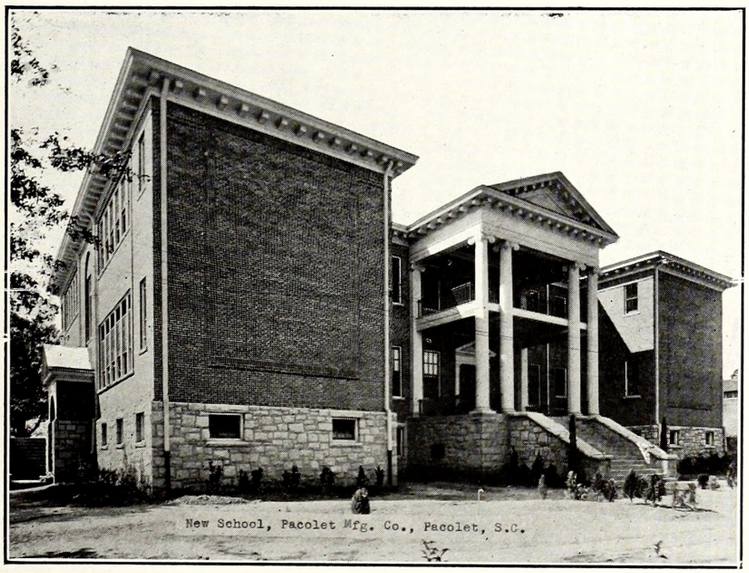


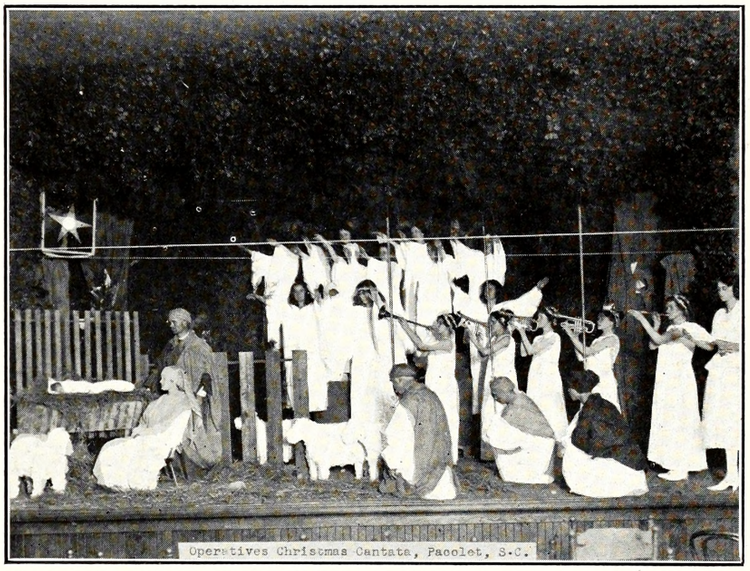
View of Overseer's Residences, Pacolet Mfg. Co, Pacolet, S. C.

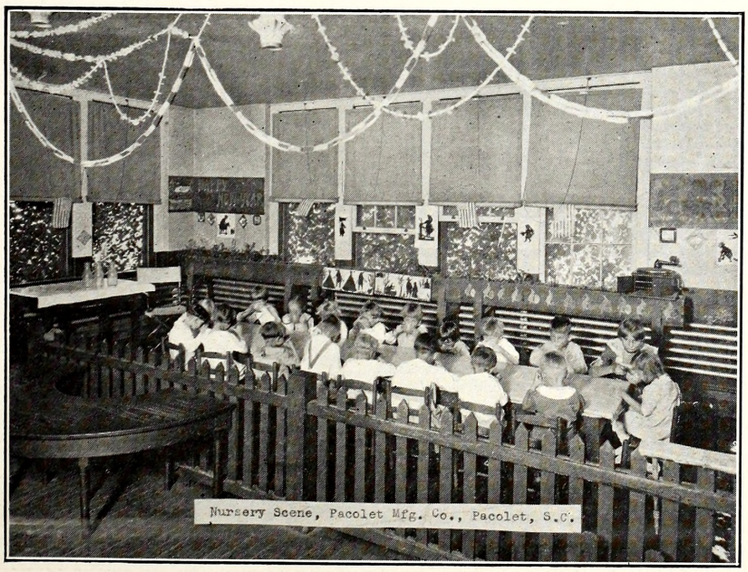
Pacolet Manufacturing Company

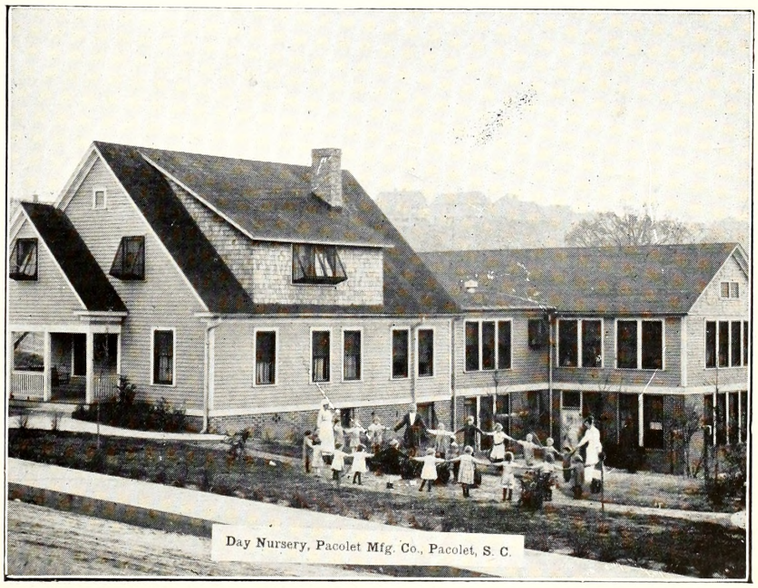

Bridge, Office, Store and Village, Pacolet, S.C.


School Playgrounds, Pacolet Mfg. Co., Pacolet, S.C.

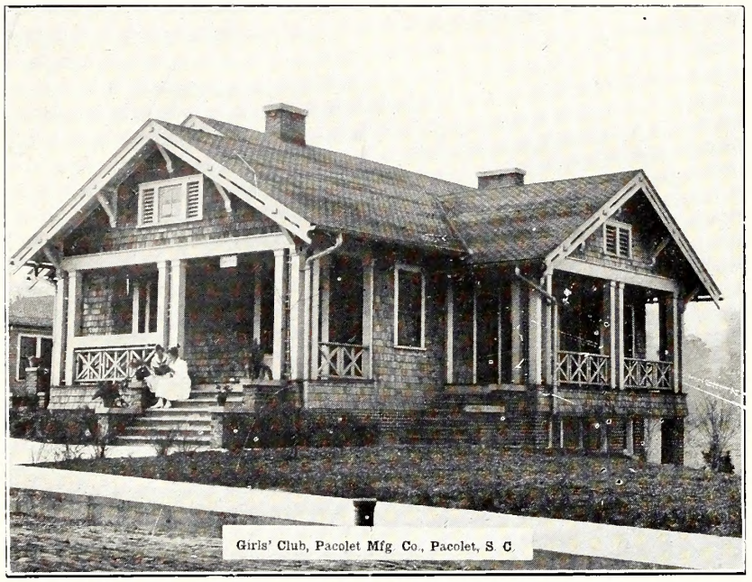

New School, Pacolet Mfg. Co., Pacolet, S.C.


Operatives Christmas Cantata, Pacolet, S.C.


Nursery Scene, Pacolet Mfg. Co., Pacolet, S.C.


Day Nursery, Pacolet Mfg. Co., Pacolet, S. C.

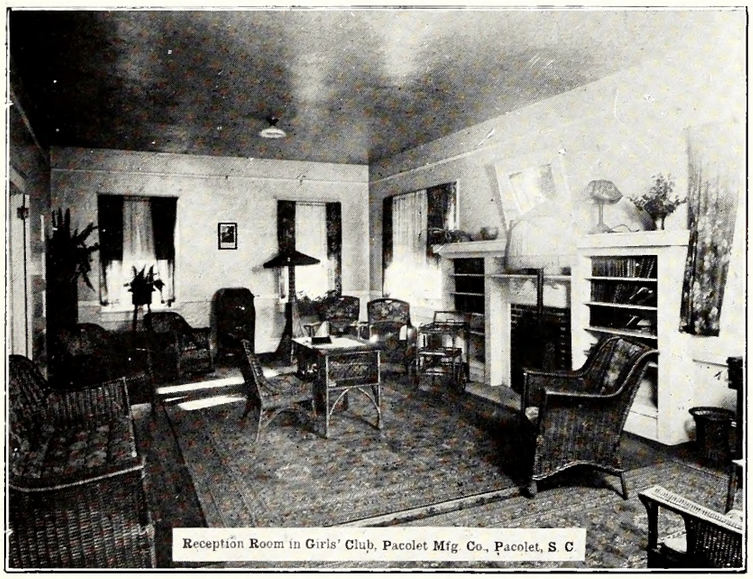
Pacolet Manufacturing Company



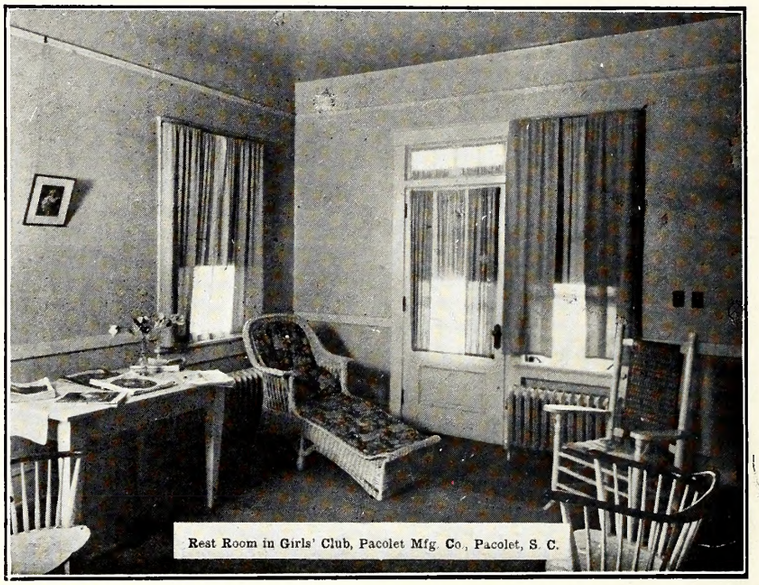
Girls' Club, Pacolet Mfg. Co., Pacolet, S. C.



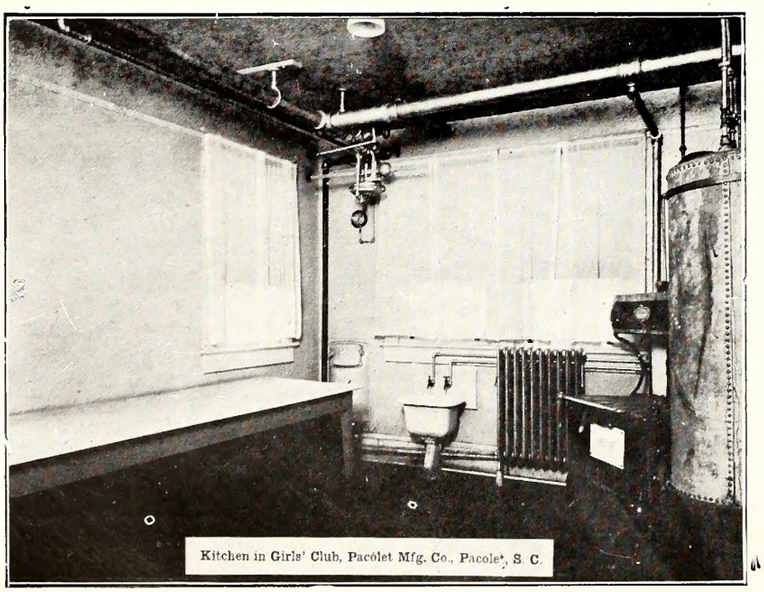
Gym Class Girls Club, Pacolet Mfg. Co., Pacolet, S. C.



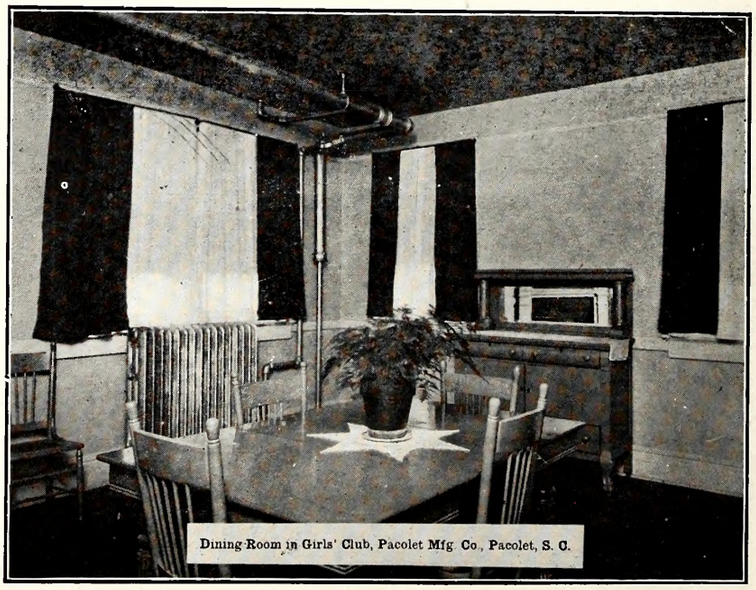
Reception Room in Girls' Club, Pacolet Mfg. Co., Pacolet, S. C.



Rest Room in Girls' Club, Pacolet Mfg. Co., Pacolet, S. C.



Kitchen in Girls' Club, Pacolet Mfg. Co., Pacolet, S. C.

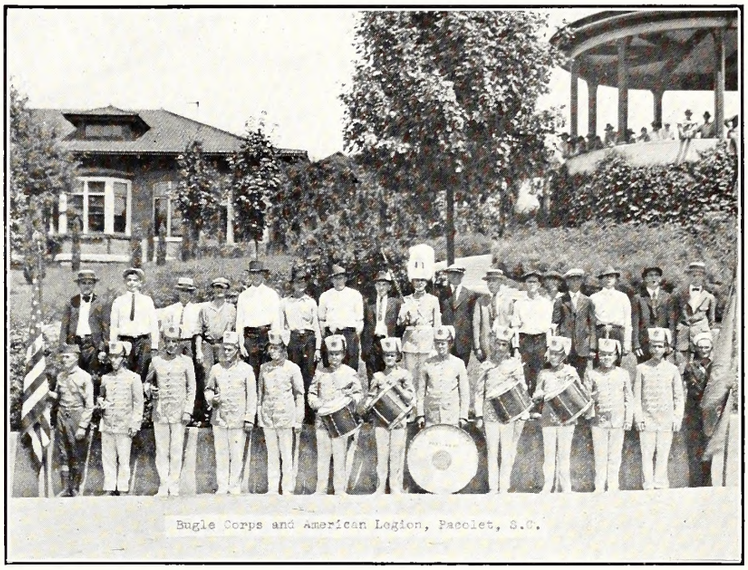


Dining Room in Girls' Club, Pacolet Mfg. Co., Pacolet, S. C.

Pacolet Manufacturing Company



Playground, Pacolet Mfg. Co., Pacolet, S.C.



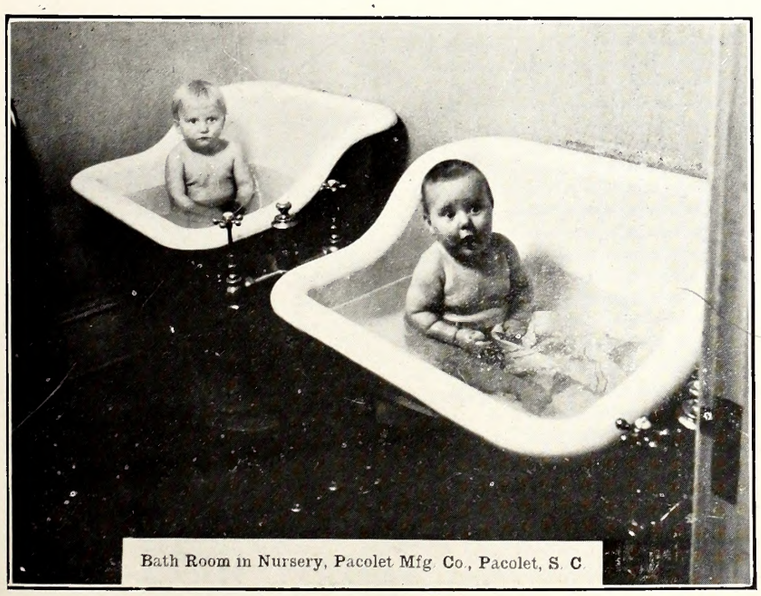
Bugle Corps and American Legion, Pacolet, S.C.



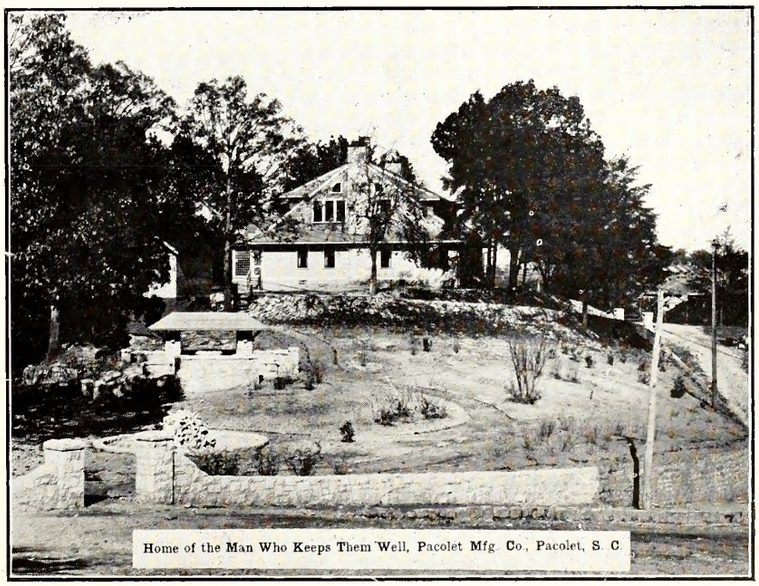
Nurses' Office in Girls' Club, Pacolet Mfg Co., Pacolet, S. C.



Nursery Scene, Pacolet Mfg. Co., Pacolet, S.C.

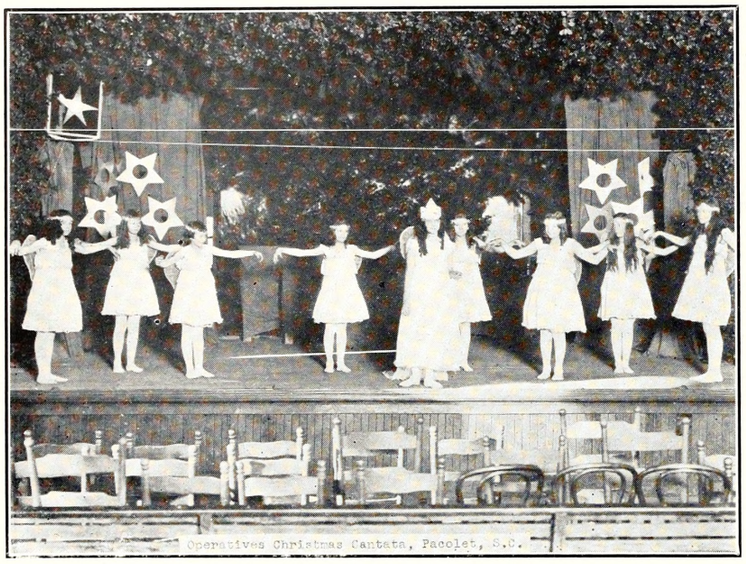


Bath Room in Nursery, Pacolet Mfg Co., Pacolet, S. C



Home of the Man Who Keeps Them Well, Pacolet Mfg. Co., Pacolet, S. C

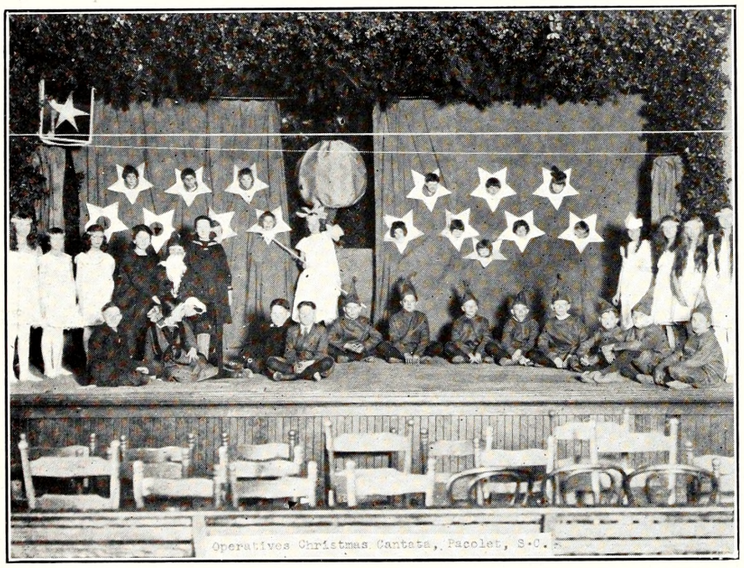
Pacolet Manufacturing Company



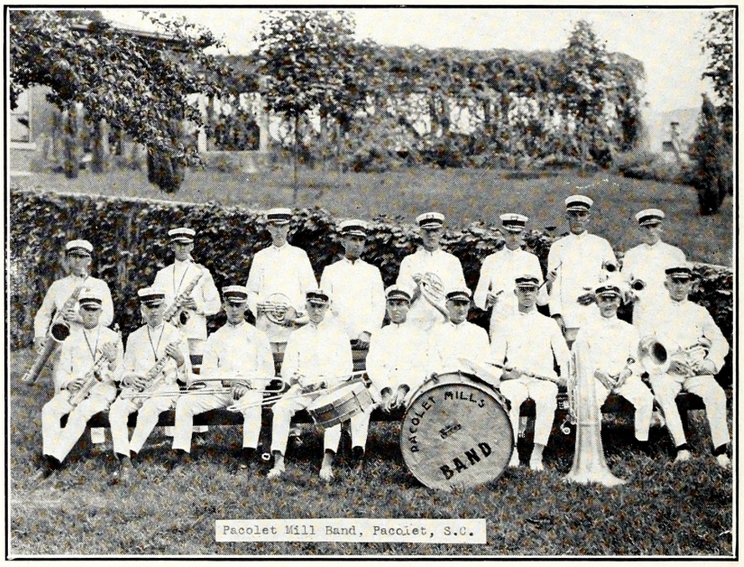
Operatives Christmas Cantata, Pacolet, S.C.



Nursery Scene, Pacolet Mfg. Co., Pacolet, S.C.



Operatives Christmas Cantata, Pacolet, S.C.



Pacolet Mill Band, Pacolet, S.C.

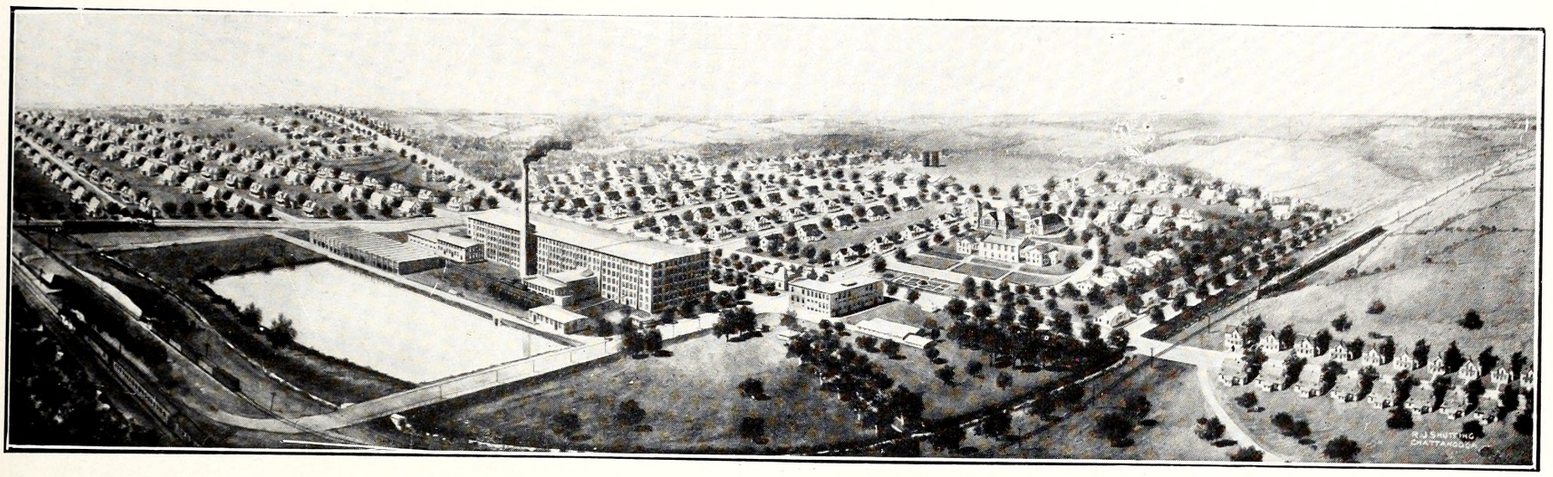


Baseball Field, Pacolet Mfg. Co., Pacolet, S.C.

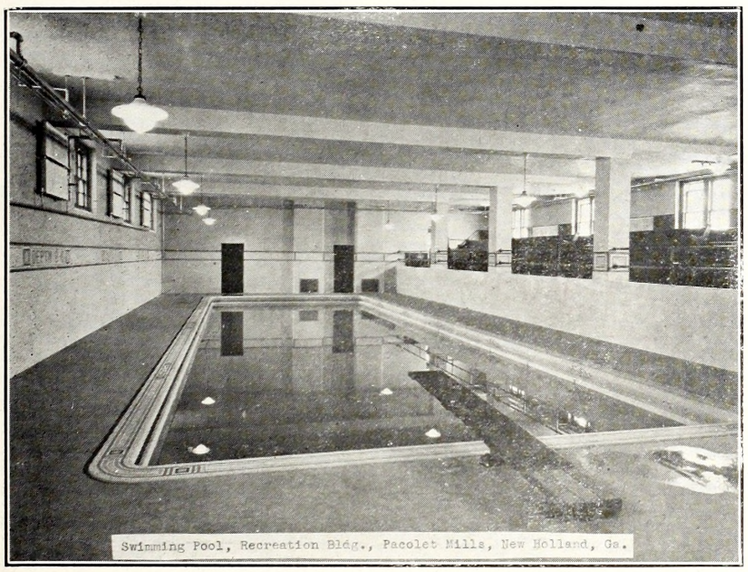


Baseball Team, Pacolet Mill, Pacolet, S.C.

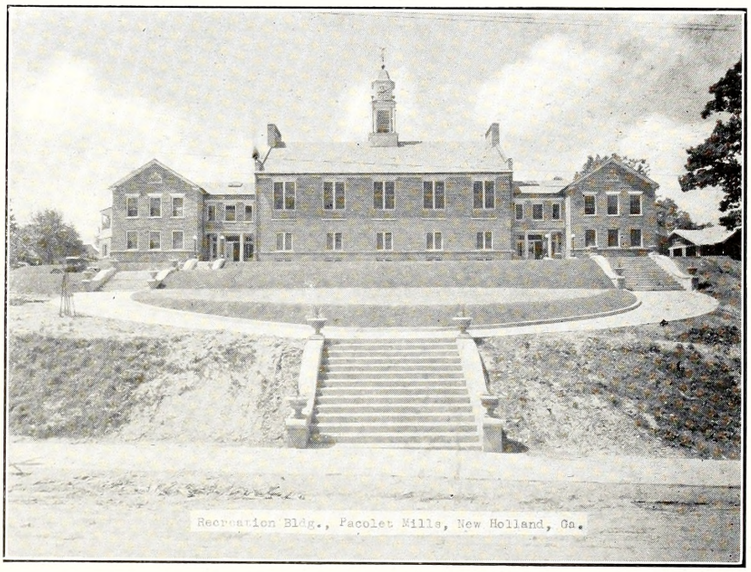
Pacolet Manufacturing Company



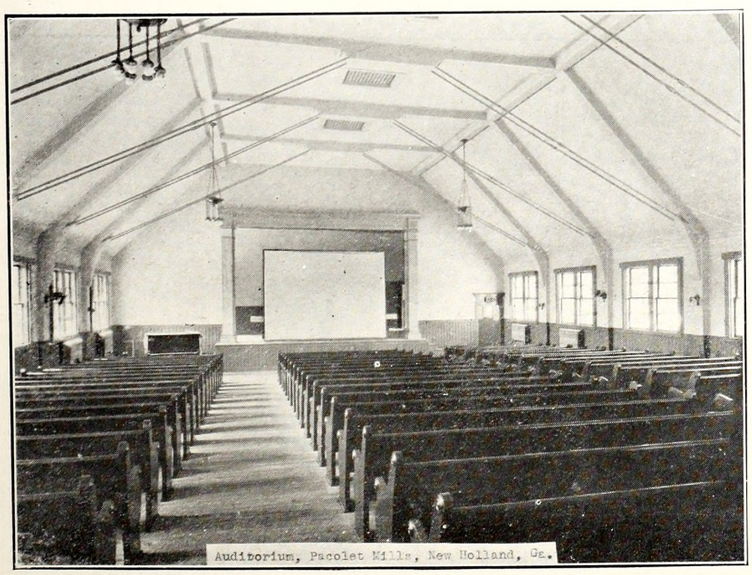
BIRDSEYE VIEW OF PACOLET MANUFACTURING COMPANY, NEW HOLLAND, GA.



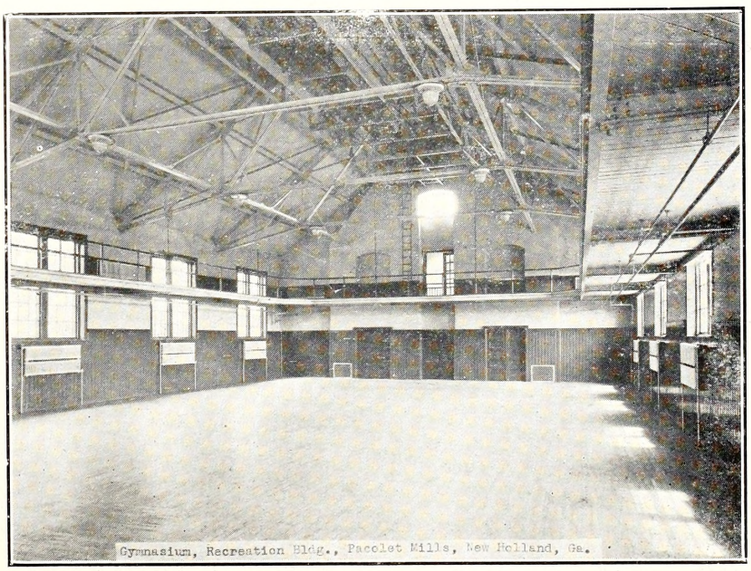
Swimming Pool, Recreation Bldg., Pacolet Mills, New Holland, Ga.



Recreation Bldg., Pacolet Mills, New Holland, Ga.



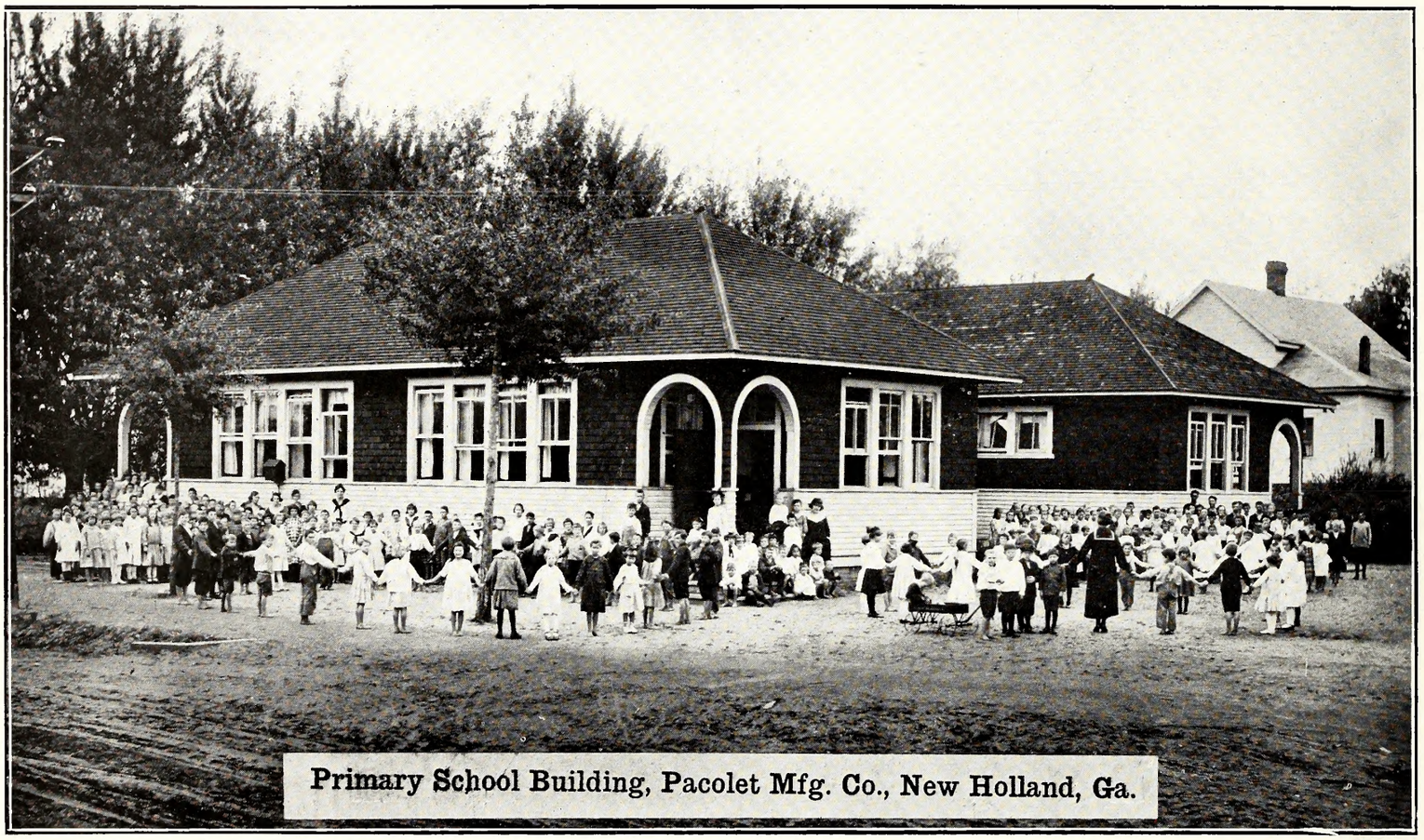
Auditorium, Pacolet Mills, New Holland, Ga.



Gymnasium, Recreation Bldg., Pacolet Mills, New Holland, Ga.

Pacolet Manufacturing Company

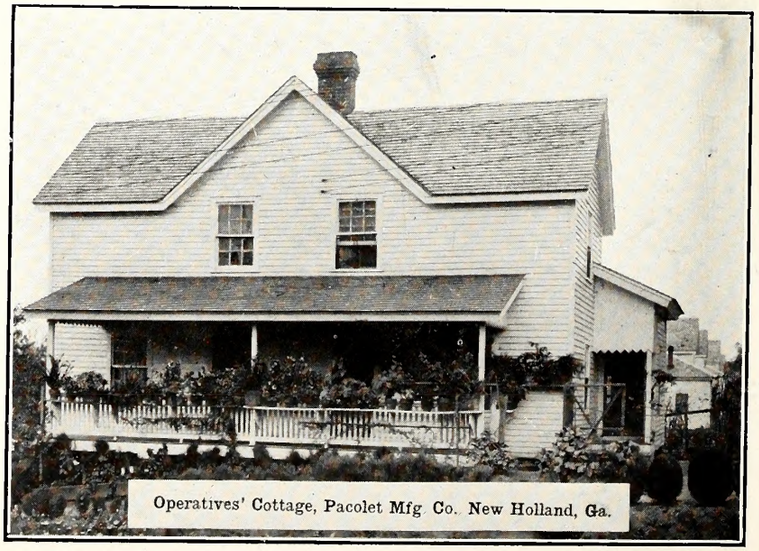
SCENES SHOWING LIVING CONDITIONS



Primary School Building, Pacolet Mfg. Co., New Holland, Ga.



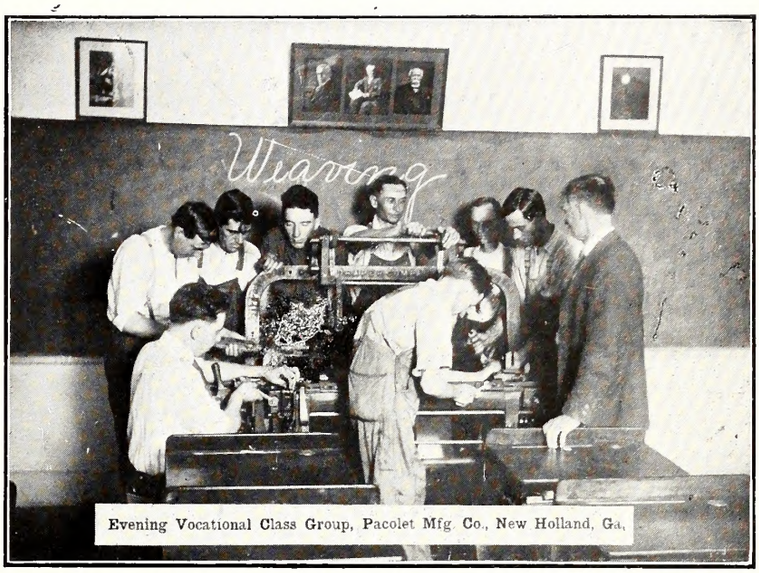
Operatives' Cottage, Pacolet Mfg. Co. New Holland, Ga.



Operatives' Cottage, Pacolet Mfg Co. New Holland, Ga.

Pacolet Manufacturing Company

SCENES SHOWING LIVING CONDITIONS



Evening Vocational Class Group, Pacolet Mfg. Co., New Holland, Ga.

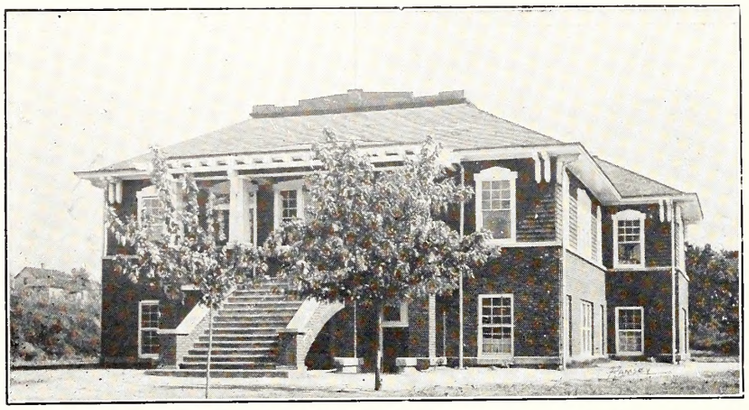

Two Divisions First Grade Primary, Pacolet Mfg. Co., New Holland, Ga.


Evening Vocational Classes—Textiles—Domestic Science, Pacolet Mfg. Co., New Holland, Ga.


Prize Winners Canning Club, 1919, Pacolet Mfg. Co., New Holland, Ga.


Night Classes—Textiles—Domestic Science, Pacolet Mfg. Co., New Holland, Ga.

Gainesville Cotton Mills



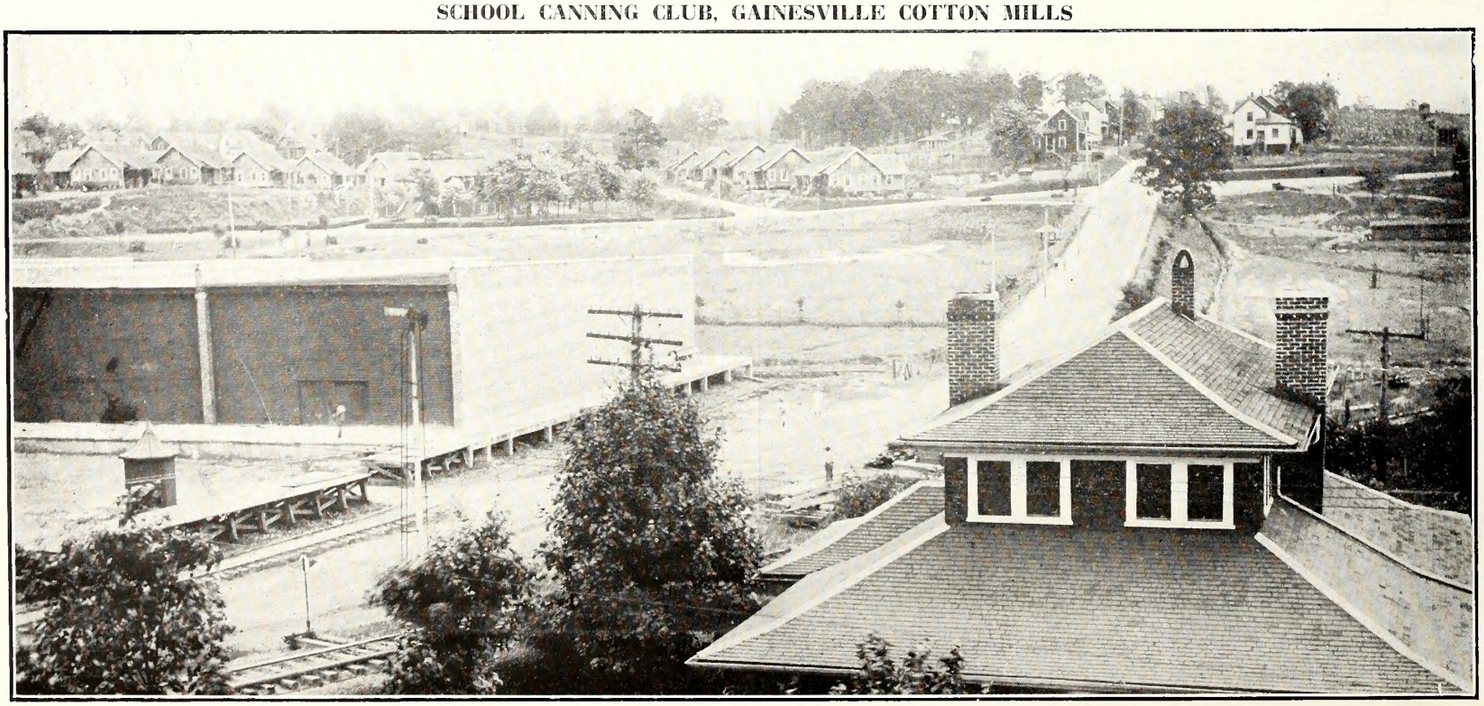
UNION CHURCH AT GAINESVILLE COTTON MILLS



Gainesville Cotton Mill School, Gainesville, Ga.



SCHOOL CANNING CLUB, GAINESVILLE COTTON MILLS

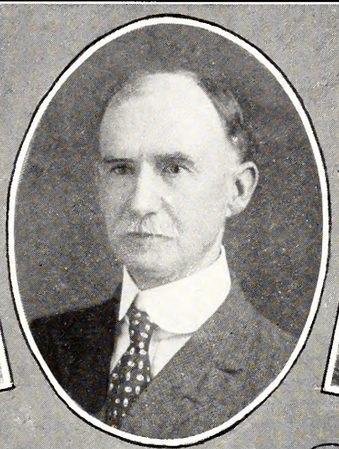


VILLAGE OF GAINESVILLE COTTON MILLS, GAINESVILLE, GA.

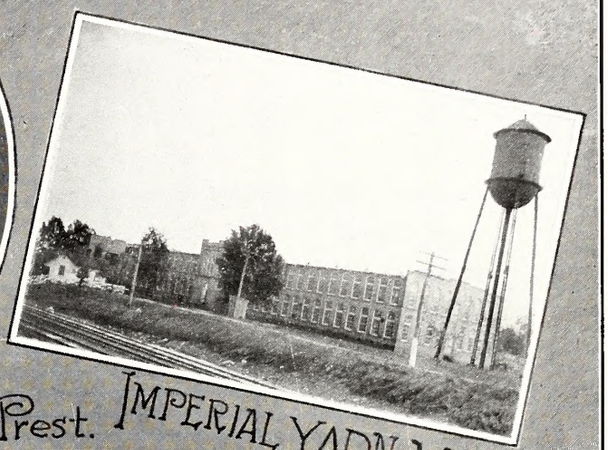
Lineberger Group of Mills



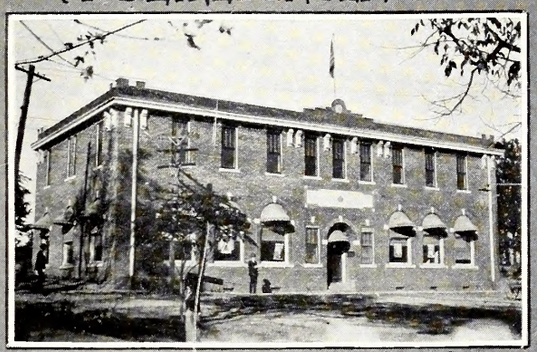
CHRONICLE MILLS



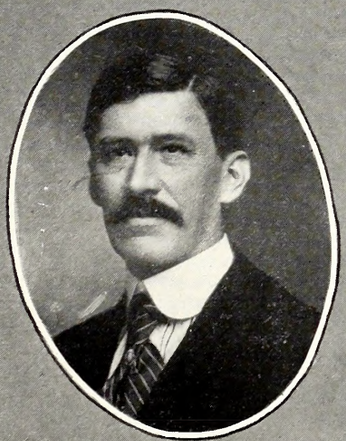
A. C. LINEBERGER-Prest.



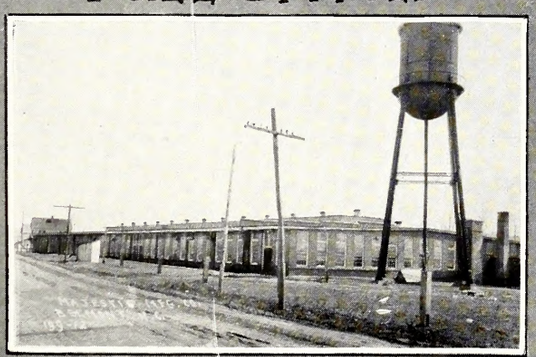
IMPERIAL YARN MILLS



MILL OFFICES



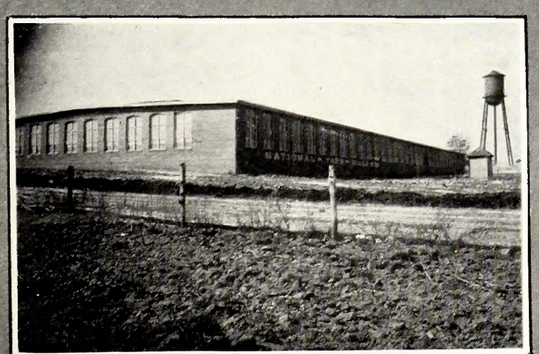
R. L. STOWE-Sect. & Treas.
CHRONICLE - IMPERIAL & NATIONAL MILLS.



MAJESTIC MFG. CO.



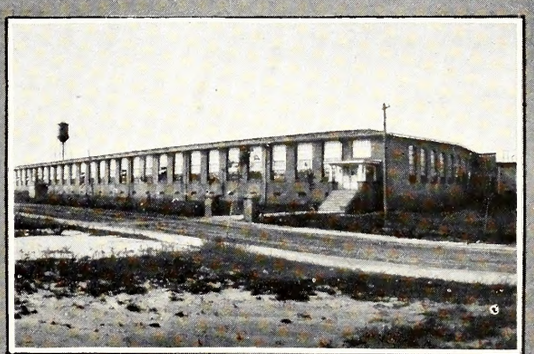
S. P. STOWE-Sect. & Treas.
MAJESTIC & CLIMAX MILLS.



NATIONAL YARN MILLS.

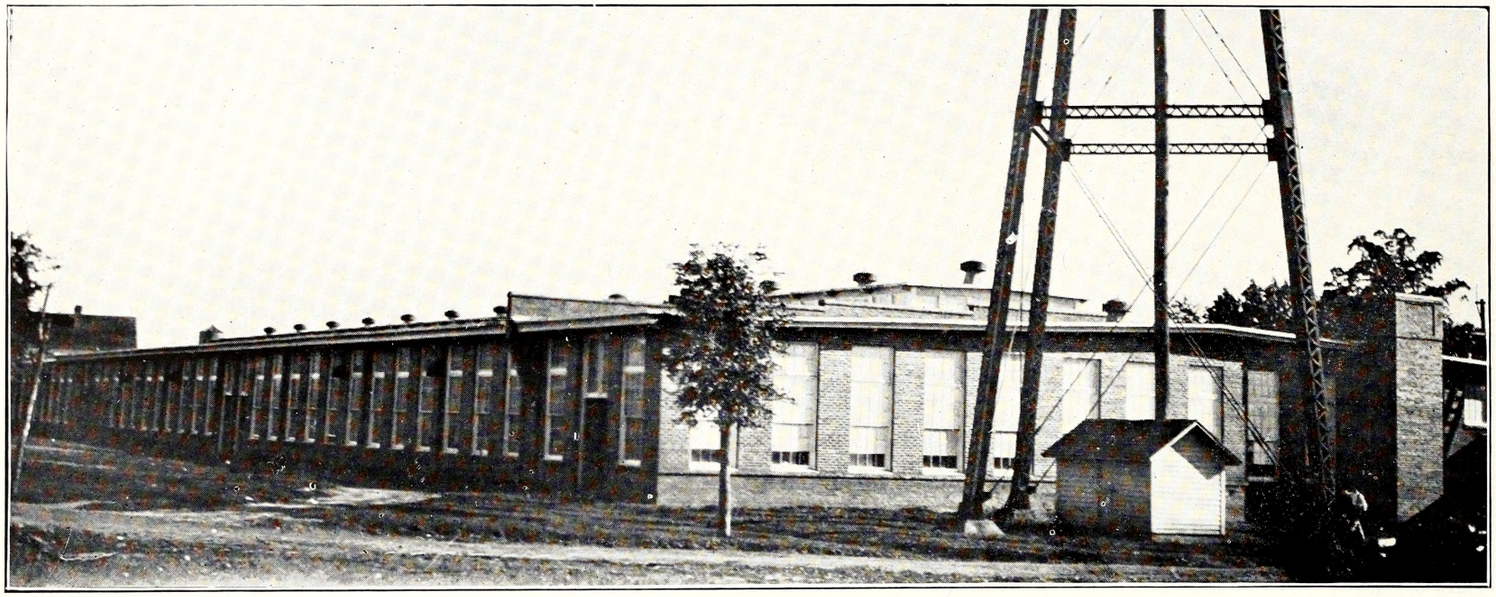


D. E. RHYNE-Vice President



CLIMAX SPINNING CO.

Lineberger Group of Mills



MAJESTIC MANUFACTURING COMPANY, BELMONT, N. C.

The South is progressing at a most rapid pace. Everywhere its cities, villages and hamlets are in a very prosperous condition. Its manufacturing interests are daily expanding and with an equally rapid pace its educational facilities are being improved and brought up to the equal of any in the land. In these great strides of progress and education the cotton manufacturers of the South have lead every other industry.

During the last two decades the textile industry in the South has grown faster than in any other section in the world, and this growth has been vastly larger in the Piedmont Section of North Carolina and South Carolina than any other part of the South. In the Piedmont Section nowhere has there been such a wonderful increase in the yarn business as in Gaston County, N. C. Mills have sprung up everywhere, scarcely is one out of sight until another appears. Especially is this true at Belmont, Gaston County, where Mr. A. C. Lineberger and associates have built a magnificent chain of yarn mills.

Mr. Lineberger is a practical manufacturer. His father was a pioneer in the industry in North Carolina, having built and successfully operated a mill as far back as 1849. Mr. Lineberger stands out prominently among the cotton manufacturers of the South, as well as in the entire country, being a man of keen intellect, fine business judgment and a giant in the financial and textile worlds. He is a quiet, unassuming gentleman, but an untiring worker, progressive and abreast of the times in all respects. Mr. Lineburger is noted for his broad policy in dealing with his fellow man. He is keenly interested in his employees and finds much pleasure in mingling with them. He is on the most friendly terms with all his help and does not deem it beneath him to take note of the troubles of even the little children, all of them whom know him as their friend. One not familiar with the history of Belmont and the vicinity would scarcely realize what a powerful factor he has been in the growth and development of that splendid little industrial center. He is keenly alive to the needs of the town and never turns down any project for the betterment or advancement of the little city.

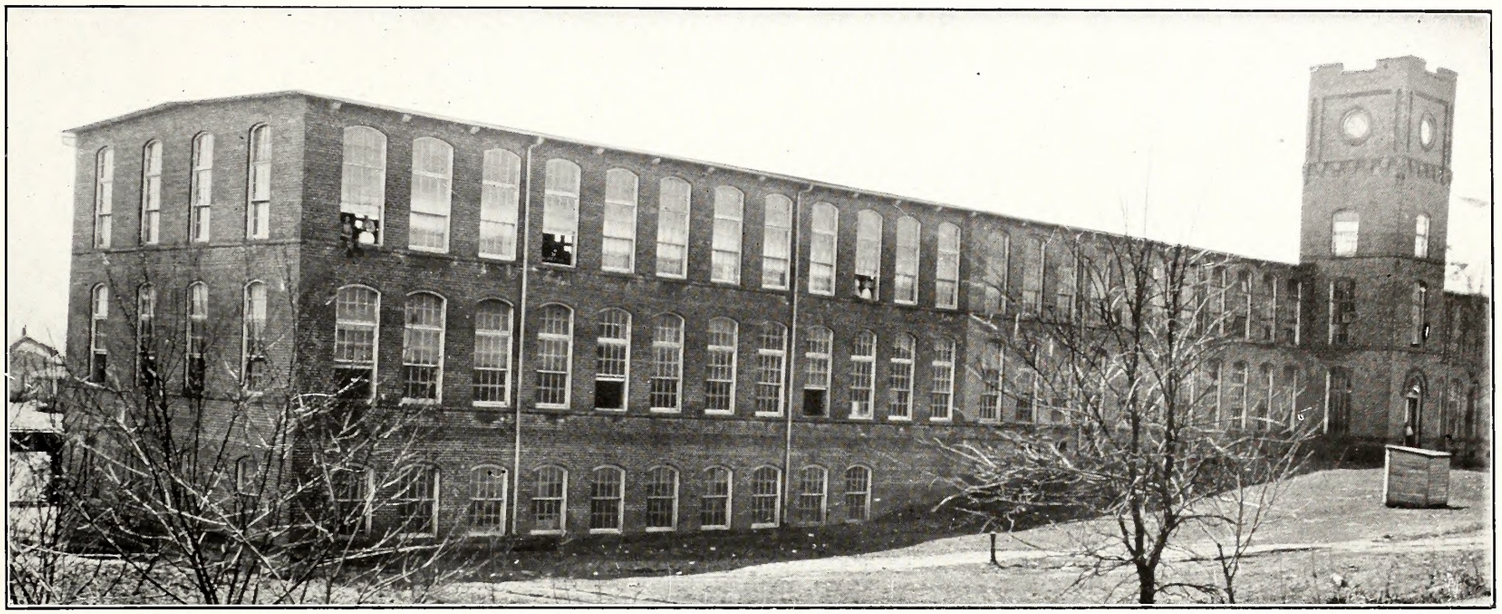
Mr. Lineberger's splendid judgment of human nature coupled with his good common sense has enabled him to pick as executives of his various industries men of equally as broad vision and liberal policies as himself. They are not only thoroughly capable business men, but they realize that the human element of any industry plays a large part in the succes and prosperity of the business. The result of such a combination has been wonderful.

It has been the writer's pleasure to visit every one of the Lineberger group of mills at Belmont, also those located at China Grove and



RESIDENCE OF A. C. LINEBERGER, BELMONT, N. C.

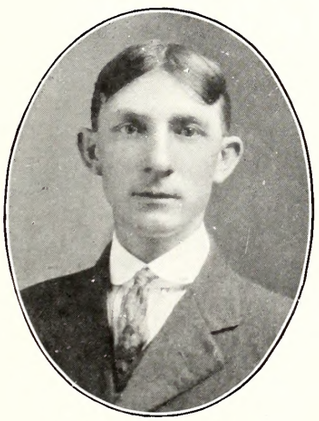
Lineberger Group of Mills



CHRONICLE MILLS, BELMONT, N. C.

Salisbury, N. C. Everywhere there is a spirit of pride and enthusiasm and a harmonious feeling of goodfellowship exists between the management and employees.

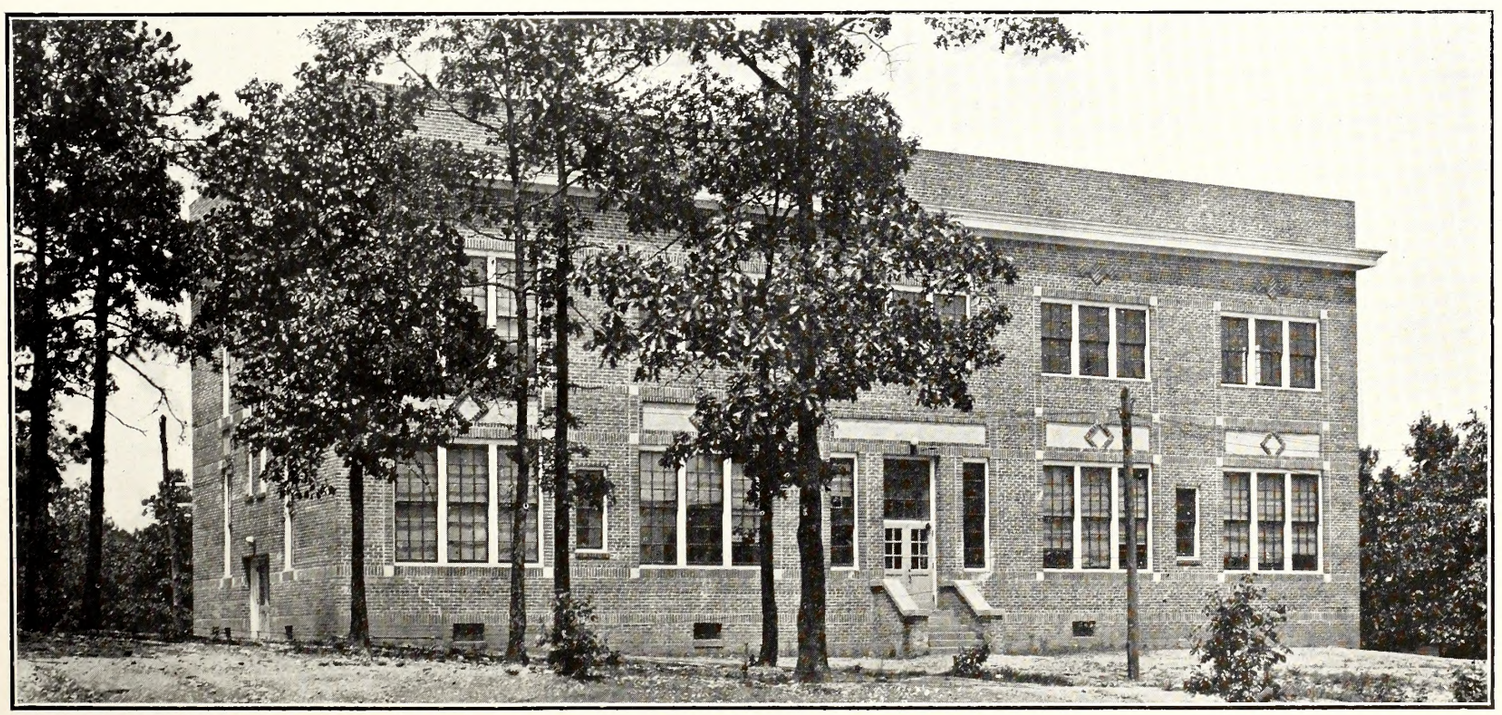
Mr. Lineberger's greatest achievement, perhaps, has not been in the mills themselves, but in the splendid industrial communities he has built up in connection with the mills. If one will note the village scenes accompanying this article it will be easy to realize the interest and care that is manifested in the welfare of the operatives of the Lineberger mills. The cottages are modern in every respect, and realizing that the people who work in cotton mills are just like any other class of citizens, and desire a diversity of architecture, the head



E. D. Maynard, Supt.
Chronicle and Imperial Mills.

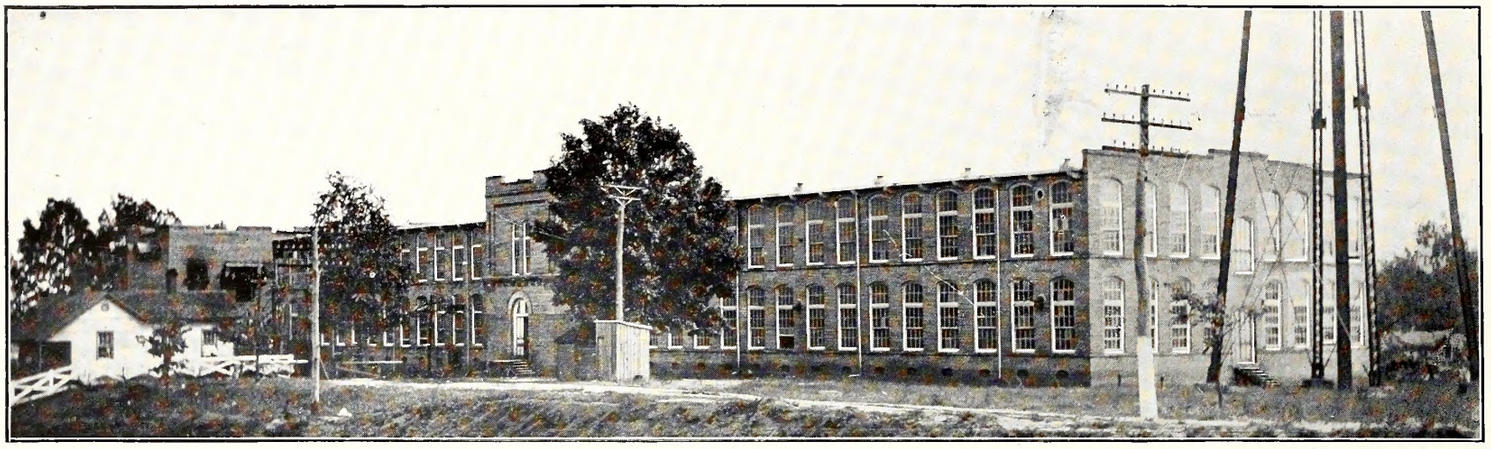
of each of the mills has worked out his own ideas with regard to his mill village and given the operatives a far more comfortable place of residence than the one from which he came into the mill community.

Mr. Lineberger and his associates realize fully that if viewed wholly from an economic standpoint, disregarding entirely the moral responsibility of humanitarianism, their largest profit is in the betterment of the living conditions of their help. Not only have they combined the most modern features of construction in the mill buildings that they have just recently completed with the finest equipment for more efficient operations in the mills, but they are laying out their new mill villages with an eye for the artistic as well as for health and comfort. In Belmont the homes are neat, clean and sanitary, having all the advantages of the town. In fact most of the people are mill people and employees of the mills and the various merchants and dealers that have been brought together by the textile industries. The streets are well paved. There are splendid schools, fine churches, all kinds of amusements and advantages for the mill operative. The mills have been very largely instrumental in the building of all these things. Mr. Tucker, superintendent of the National Yarn Mill and Crescent Spinning Company is Mayor of Belmont and Mr. Lineberger and Mr. S. P. Stowe are both members of



SCHOOL AT BELMONT, N. C.

Lineberger Group of Mills

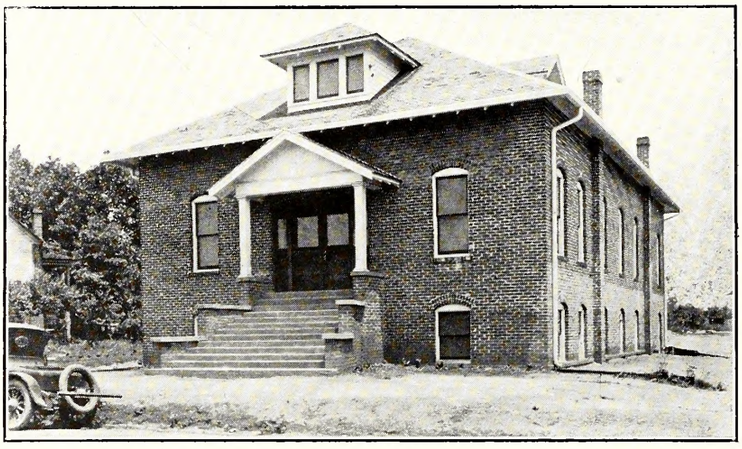


IMPERIAL YARN MILLS, BELMONT, N. C.

the City Commissioners of Belmont.

About ninety five per cent of the money invested in cotton mills in North Carolina is home capital and most of the mill executives have grown up with the business, beginning at first with a small capital and one or two small mills and gradually increasing both from earnings and from local sources of capital. Mr. Lineberger was one of these native sons who started in a small way. Associated with him, an untiring worker, and a man of fine business judgement, is D. E. Rhyne, affectionately called "Uncle Dan" by those who know him best.

Mr. Lineberger now has fifteen mills of which he is either president or some other officer. Of these all but three are located at Belmont. The first mill built was the Chronicle Mill with a capital stock of $375,000 and spindleage of 10,276 producing spindles and a large number of twisting spindles. They manufacture ply yarns, 36's to 45's, cones, skeins and tubes. Mr. A. C. Lineberger is president, R. L. Stowe, secretary and treasurer, and E. D. Maynard, superintendent.



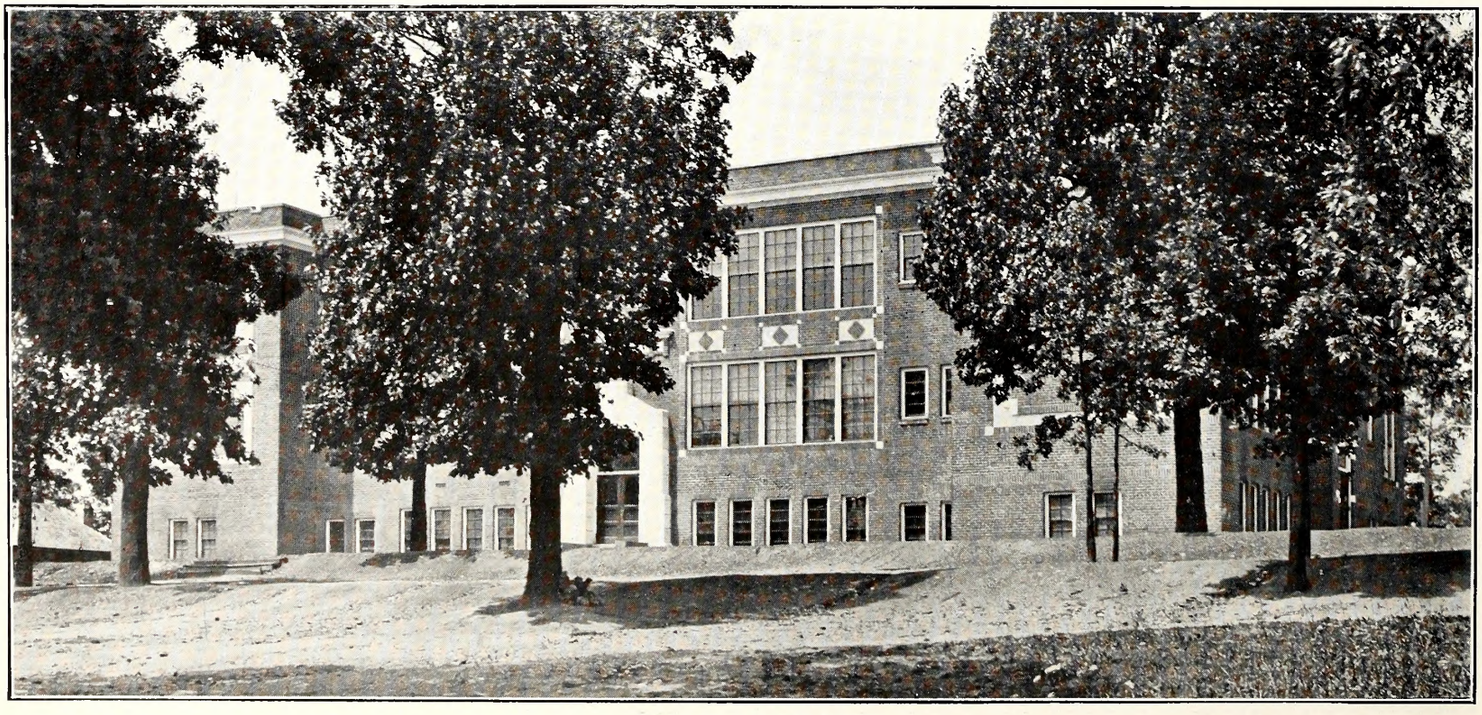
METHODIST CHURCH, EAST BELMONT, N. C.

Maynard is a practical mill man who has risen from doffer boy to his present responsible position of superintendent and has been largely instrumental in making the mill the splendid success it is.

There are approximately 125 persons employed in this mill who, with their families, live in the mill village which contains 50 cottages all of which are neat and modern with all city conveniences. These cottages are kept in good repair and are painted in pleasing colors. The management has planted shade trees over the village and many beautiful flowers are to be seen growing around the cottages and each has a large garden space.

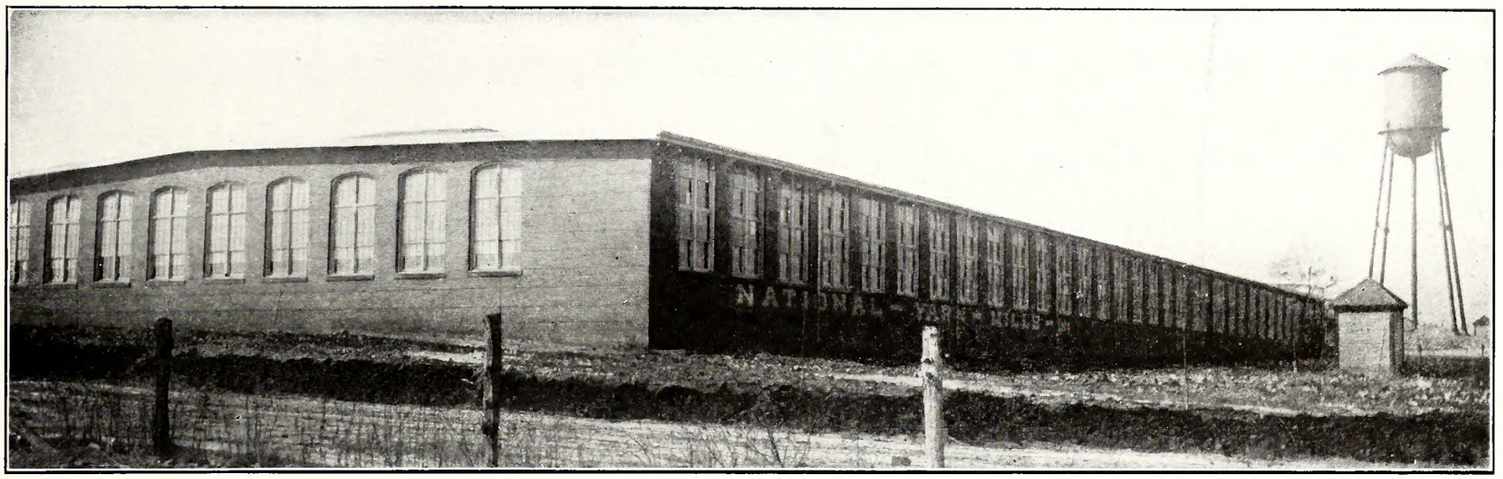
A Red Cross nurse, employed by the town, but paid by the mills looks after the welfare of the community.

The next mill to be built was the Imperial Yarn Mills which has a capital stock of $400,000 with 12,416 producing spindles. The product is fine combed yarns 60's to 80's. Mr. Maynard is also superintendent of this mills. The officers are: A. C. Lineberger, president, R. L. Stowe, secretary and treasurer.



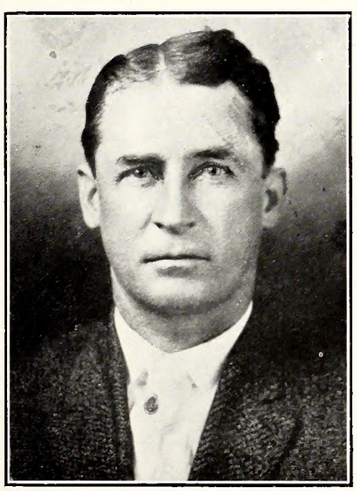
SCHOOL AT BELMONT

Lineberger Group of Mills



NATIONAL YARN MILL, BELMONT, N. C.

This mill now employs 450 people and the mill village contains sixty five cottages of from four to eight rooms each.

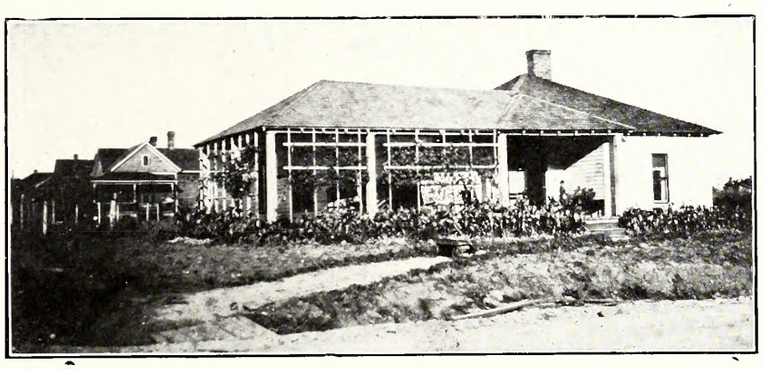


C. E. Tucker

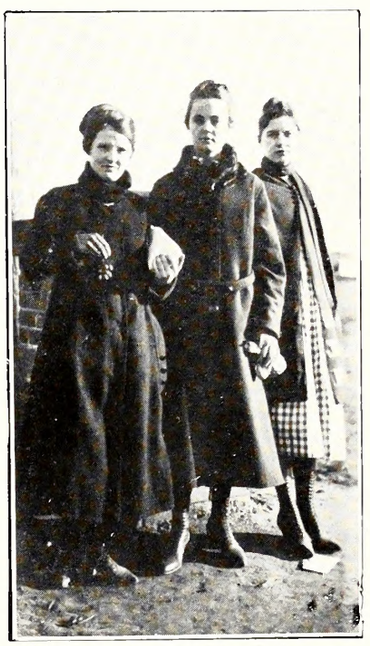
Superintendent National Yarn Mill and Crescent Spinning Co.

The Majestic Manufacturing Company was built in 1908. It has a capital stock of $400,000, 12,768 producing ring spindles and sufficient twisting spindles to take care of the entire product. The output is fine combed yarns, made from both Sea Island and Egyptian cotton, 50's to 100's. The officers of this company are: A. C. Lineberger, president, S. P. Stowe, secretary and treasurer, and Mr. C. L. Bumgardner, superintendent. Mr. Bumgardner is another example of what an ambitious doffer boy may do. The fine yarns produced at this mill are the equal of those produced in any country and command the highest market price, always being very much in demand. There are about 400 operatives at this mill.

The National Yarn Mills, Inc, were built in 1915. The capital stock is $600,000 with 15,232 producing spindles, and like the other Lineberger mills there are sufficient



COTTAGES AT NATIONAL YARN MILLS

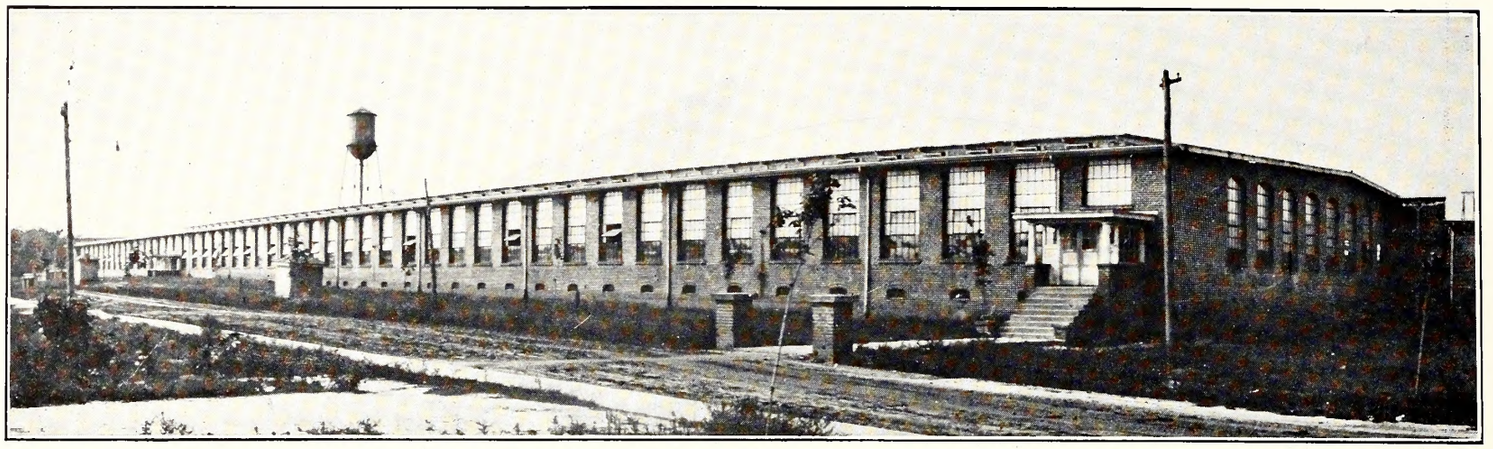


A Trio of Girls From the National Yarn Mills on Their Way Home



SCHOOL AT EAST BELMONT, N. C.

Lineberger Group of Mills

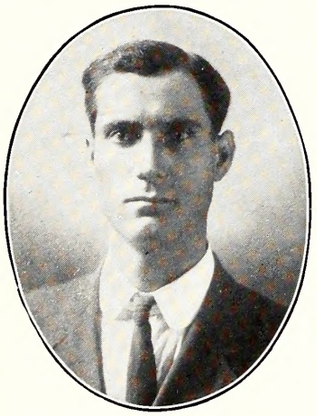


CLIMAX SPINNING COMPANY, BELMONT, N. C.

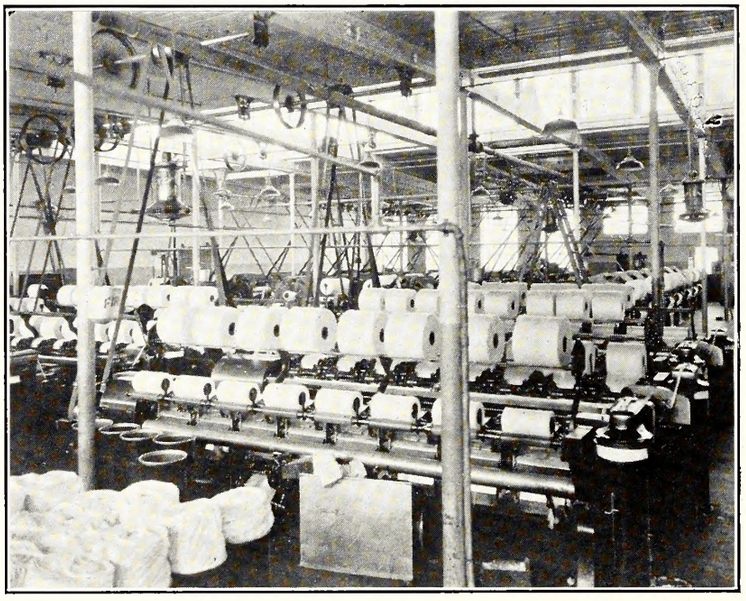
twisting spindles to take care of the product. The output is 60's to 80's combed peeler yarns of a high quality. Mr. Lineberger is president, S. P. Stowe secretary and treasurer. Mr. C. E. Tueker is superintendent, a most capable, efficient textile man. He, too, has risen from the rank and file of the mills and is very popular with his employees as well as being Mayor of the town of Belmont. This mill has 75 modern cottages, equally as attractive as those mentioned in connection with the other mills.

The operatives are comfortably situated and, like those of the other mills take a great deal of pride in their mills.

The fifth mill in the chain, Climax Spinning Company, was built in 1913. The capital stock is $900,000 and the equipment consists of 21,760 spindles, producing combed yarns 50's to 80's, warps, skeins and tubes. Two hundred and fifty people are employed and the village has a population of approximately 700 inhabitants. The officers are: A. C. Lineberger, president; S. P. Stowe, secretary and treasurer; C. L. Bumgardner is also superintendent of this splendid mill. Mr. D. E. Rhyne is vice-president of all of these mills.



C. L. Baumgardner,
Superintendent Climax and Majestic Mills.

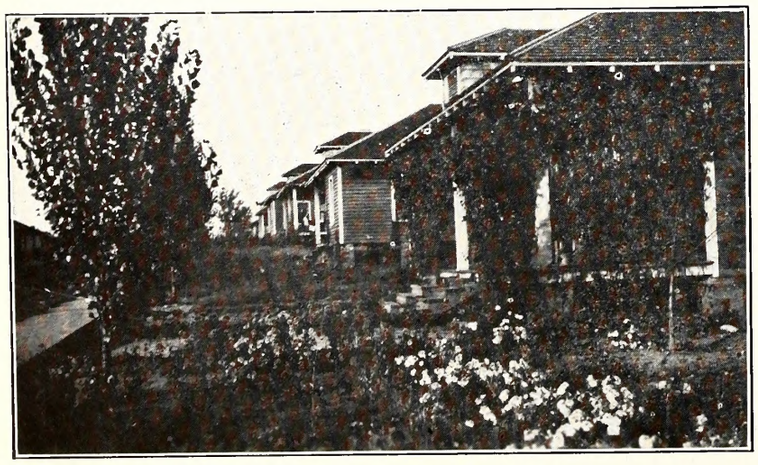


COMBER ROOM AT STERLING SPINNING COMPANY

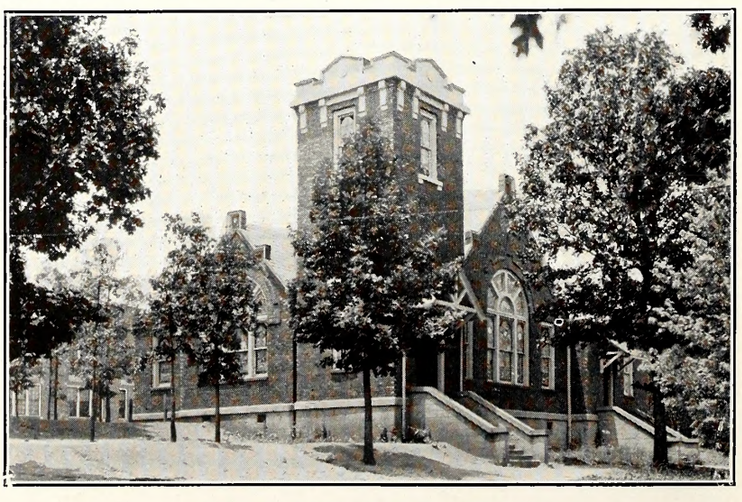
The Sterling Spinning Company with a capital stock of $800,000 was founded in 1919. Mr. R. L. Stowe is president. Mr. Lineberger is a director in this factory. The equipment consists of 13,056 spindles, the product is 68s 2 ply combed peeler balled warps. There are 150 operatives employed and 50 cottages, neat and pretty in design, have been built.

The Crescent Spinning Company was built in 1916. The company has a capital stock of $800,000. A. C. Lineberger, is president; Geo. W. Stowe, secretary and treasurer; and Mr. C. E Tueker is also superintendent of this mill. The equipment is of the most improved type, 13,056 producing spindles and enough twister spindles to take care of all the yarn produced, 68's to 80's in single and ply yarns. There are about 200 person working in this mill. The cottages are of the same fine type to be found in all of the Belmont mills, and are 57 in number.

Of the newer mills of the Lineberger Group. The Aeme Spinning

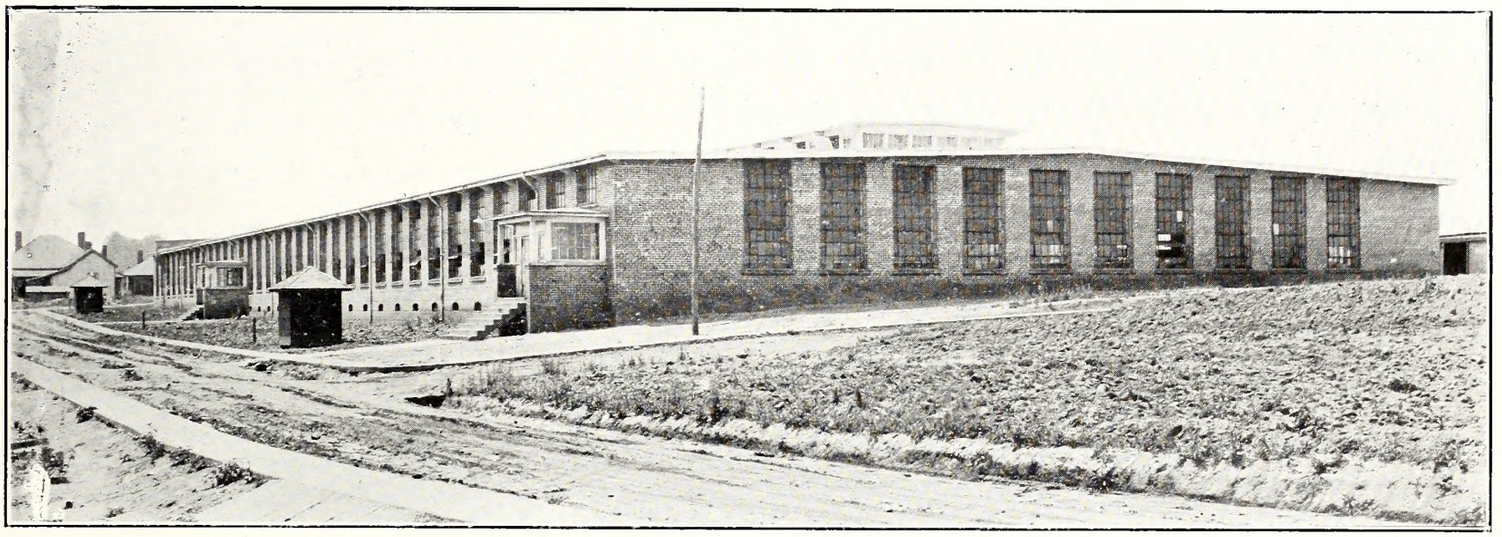


COTTAGES AT CLIMAX SPINNING COMPANY



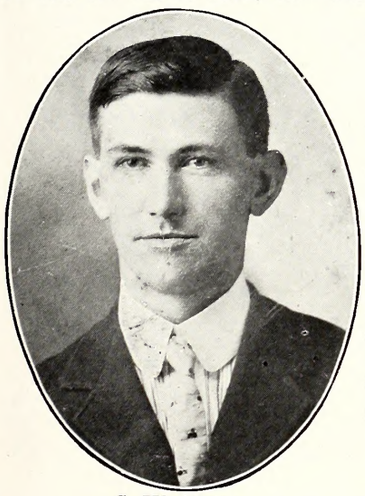
BAPTIST CHURCH. BELMONT, N. C.

Lineberger Group of Mills

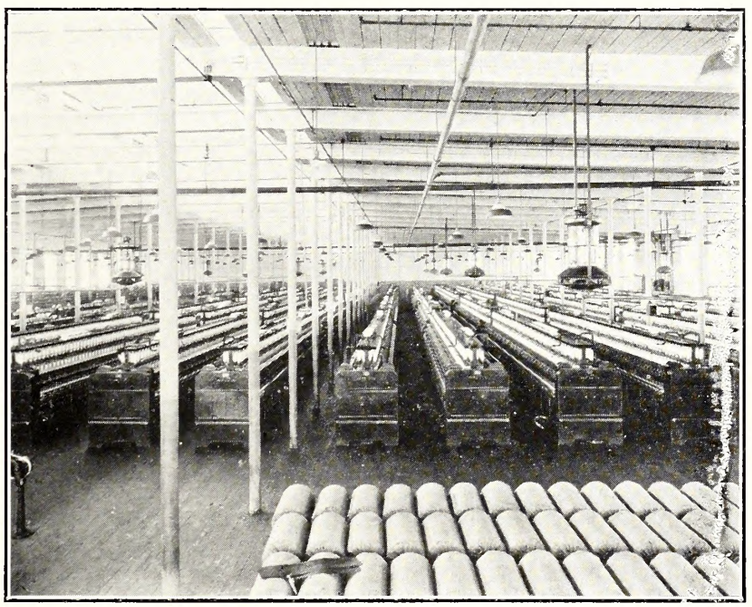


STERLING SPINNING COMPANY, BELMONT, N. C.

Company has a capital stock of $1,000,000 with 16,320 producing spindles installed. This mill was founded in 1919 and started running in 1921. The product is fine combed yarns, 48's. Two hundred operatives are employed, there are 90 beautiful cottages of three, four five and six rooms each, new and and modernly equipped in every respect. The officers of this company are: A. C. Lineberger, president, R. B. Suggs, secretary and treasurer and genial Joe Duncan, superintendent. Mr. Duncan is very proud indeed of the splendid work being done in his mills. He is a practical mill man, wide awake and strictly on the job. This mill is out a little from Belmont, but near enough for the employees to enjoy all the advantages of the town. The children of the village go to Goshen Grove school, which is a splendid place in which to acquire an education.



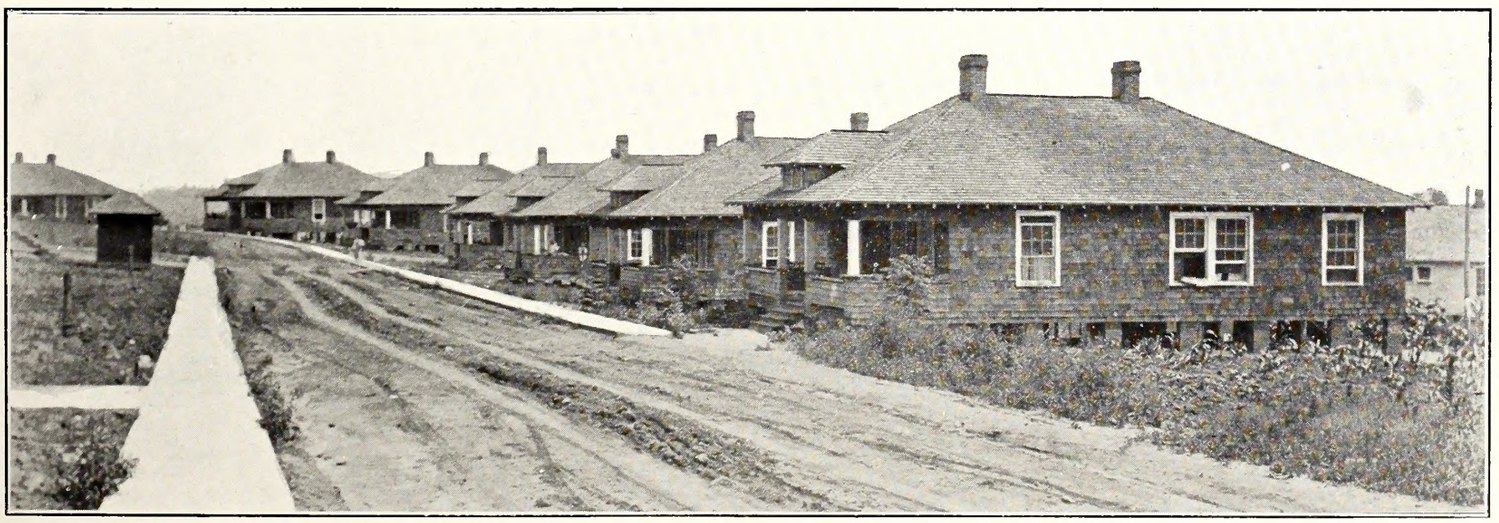
J. W. Stowe
Secretary Sterling Spinning Co.



SPINNING ROOM AT STERLING SPINNING COMPANY

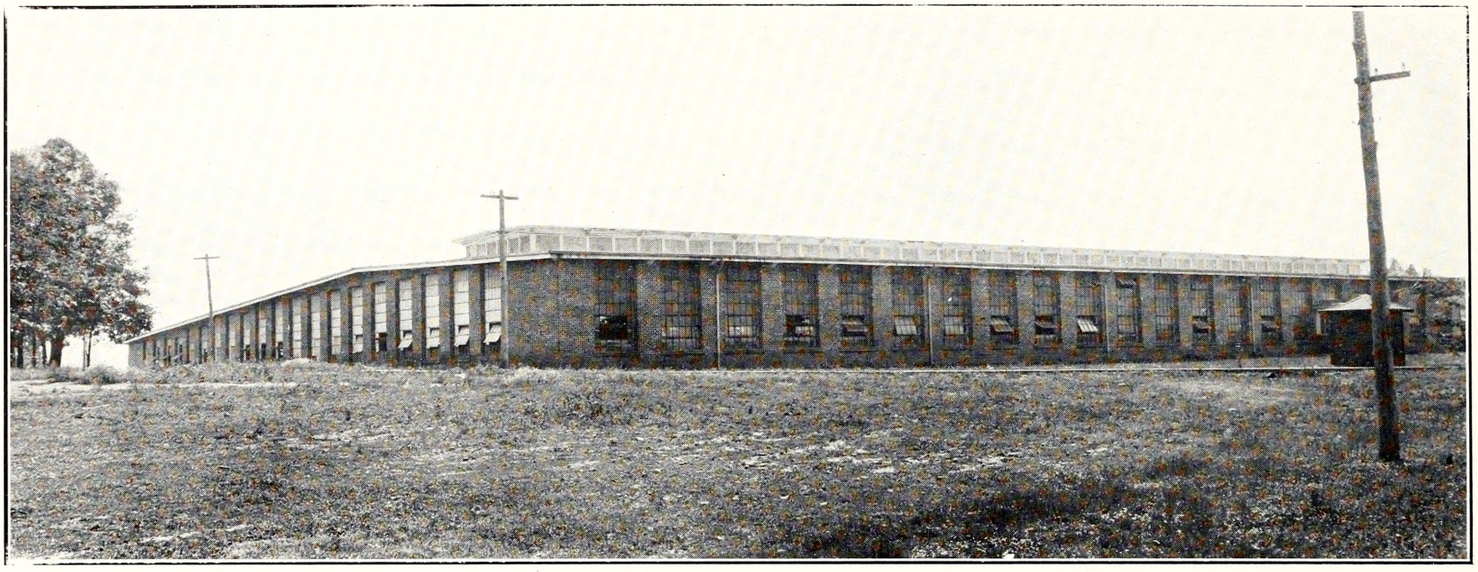
The Perfection Spinning Company has a capital stock of $1,000,000, and the officers are: A. C. Lineberger, president, D. P. Stowe, secretary and treasurer, J W. Miller, superintendent. The product is 78s-2 balled warps. There are 16,320 spindles in the mill.They employ 200 operatives and there are 75 handsome bungalow-type cottages in the lovely little village. A number of the houses have been completed and work is going forward on the others as rapidly as possible. The children in this mill community also attend the Goshen Grove school. This mill is very near the Acme Spinning Company and it has several stores of its own.

The Linford Mill is still farther from Belmont, but quite close to



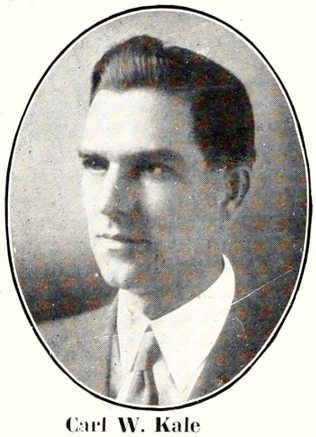
COTTAGES AT STERLING SPINNING COMPANY

Lineberger Group of Mills



CRESCENT SPINNING COMPANY, BELMONT, N. C.

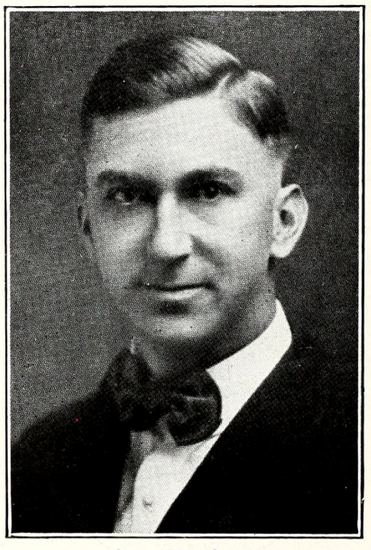
the two above named mills. This is one of the newest mills of the Lineberger group, very beautifully located, with an attractive village of the latest designs in mill bungalows. There are 75 of these cottages. Many fine trees are to be found in the village and the operatives, as well as Mr. Pharr, superintendent, are very proud of their beautiful, shady park, where all kinds of play equipment will be soon installed. There are 16,320 spindles in this mill and the product is 60's combed peeler yarns. Two hundred and twenty five men and women are employed. All of the machinery has not yet been installed as the mill was only incorporated in 1920. Mr. Pharr is so puffed up with pride that he declares his is the very finest of all the Belmont Mills. This mill, as well as all the other new ones, are equipped with individual motor drives. The machinery designed to operate at a speed to give maximum output should have power applied as near as possible to the actual working point so as to eliminate all variable factors such as belt slippage, torsion of shafting, as well lessening danger of accidents. The proper application of electric motors solves many of the speed problems. In some processes, such as driving ring spinning frames, the use of the adjustable speed motor with automatic control results in increased production. All of the Lineberger mills are of the most modern mill construction and the machinery of all of them is driven by hydro-electric power.



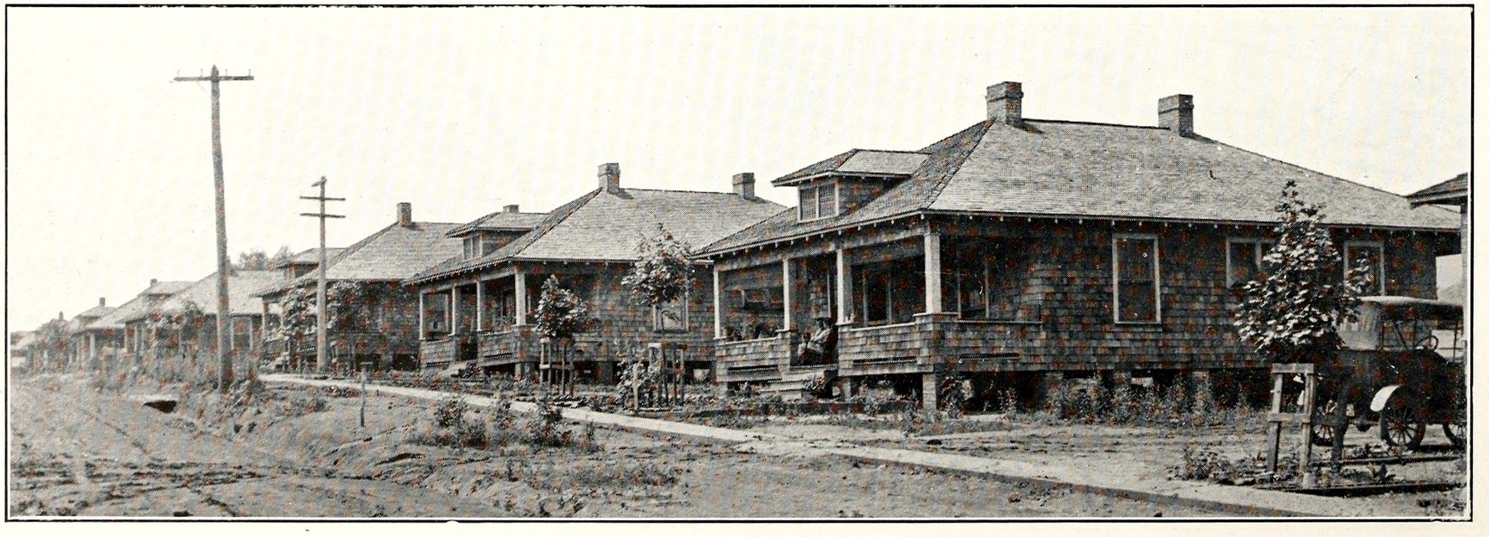
Carl W. Kale
Superintendent Sterling Spinning Company

The Linford Mill begun operating half of their spindles in May and the balance will be installed by September. The officers are: A. C. Lineberger, president; J. E. Ford secretary and treasurer; and W. J. Pharr, superintendent. Mr. Pharr is a young man, but he has had his training in the mill business and is thoroughly practical and capable.

As stated in another part of this article the Lineberger Mills at Belmont do very little community work in the individual mill village because they are all so situated that it is not necessary. They have every advantage of the town of Belmont. They do urge upon the parents of the children the necessity of giving them every opportunity for an education and in several instances children born and reared in the mill village have gone out into other walks of life where they have held

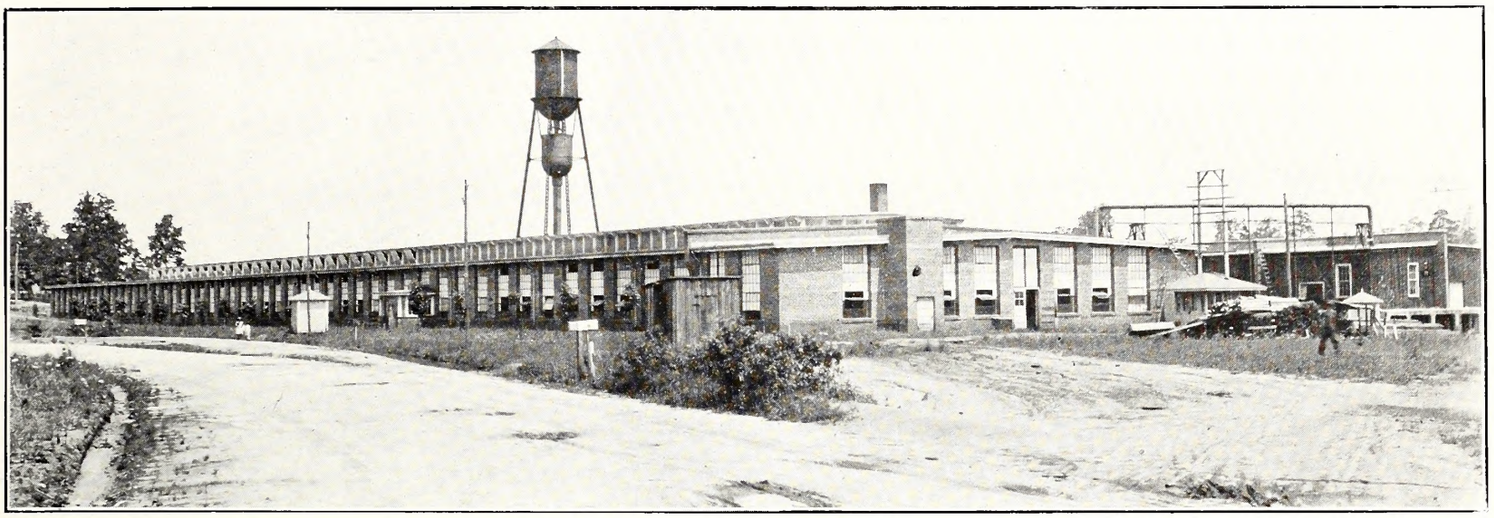


Geo. W. Stowe
Sec. & Treas. Crescent Spinning Co.



COTTAGES AT CRESCENT SPINNING COMPANY

Lineberger Group of Mills



ACME SPINNING COMPANY, BELMONT, N. C.

positions of trust and responsibility. One of the young lady stenographers at the main office who is expert in her line, rose from the mill village home. She has a sister employed in the same capacity in a neighboring city.

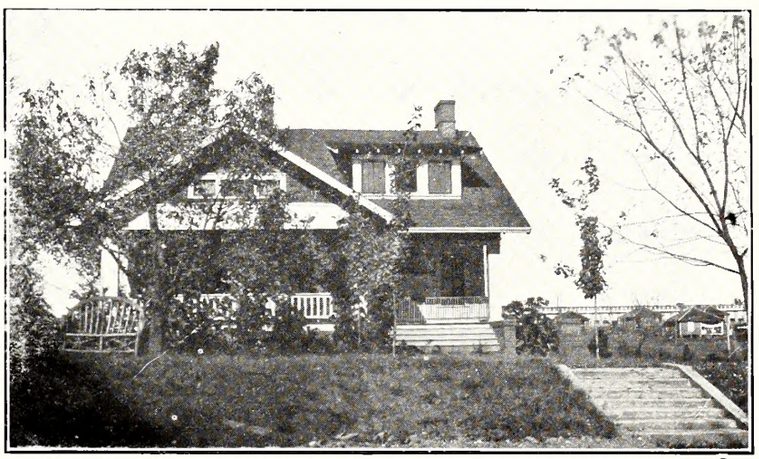
It is the policy of all the mills which Mr. Lineberger is interested to look out for those operatives who are ambitious and progressive. They are given every opportunity to advance as fast as they are capable of doing. All of the superintendents in all the Lineberger mills have risen from the ranks. The overseers have all been trained up in the mills, in fact everybody is offered splendid inducements to make an effort to rise above the common level.



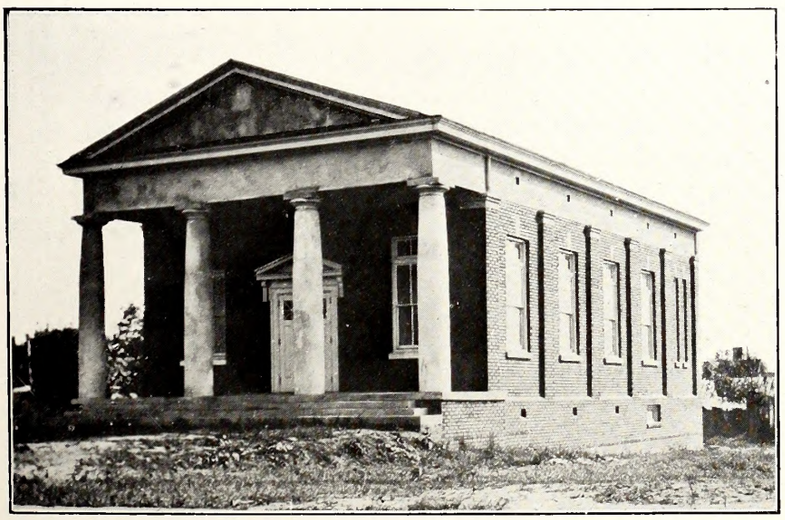
R. B. Suggs
Secretary and Treasurer Acme Spinning Company

Going from Charlotte to China Grove the first building of importance that appears when approaching the little town is the China Grove Cotton Mill. A beautiful new mill, modern in every respect. This is another of the splendid industries established by Mr. Lineberger, who is president. Mr Jno. H. Rutledge, is secretary and treasurer, and Mr. W. P. Lee, superintendent. This mill has a capital stock of $1,000,000, there are 24,760 spindles in operation. This is perhaps one of the prettiest mills of all those in which Mr. Lineberger is interested. There are 400 operatives employed and the product is combed yarns 40's to 80's.

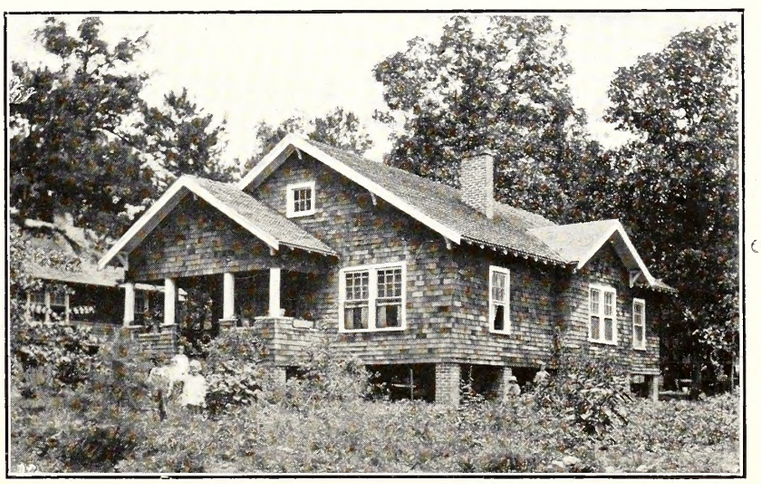
Mr. Rutledge is one of the most enthusiastic mill men it has been the writer's pleasure to meet. He is a man of broad views and fine judgement, keenly alive to the things that will promote the happiness of his people as well as those that make for more efficient production. After seeing the beautiful new cottages of four and five rooms all so lovely inside and out, painted in pleasing colors; the inside walls tinted in soft shades, the floors of pretty, narrow pine, fresh and clean; woodwork painted in pure white; plumbing of the best; screens full length of the windows, hinged so as to make washing easy; electric lights; running water and sewerage and plenty of room for a pretty



A SUPERINTENDENT'S BUNGALOW, BELMONT, N. C.

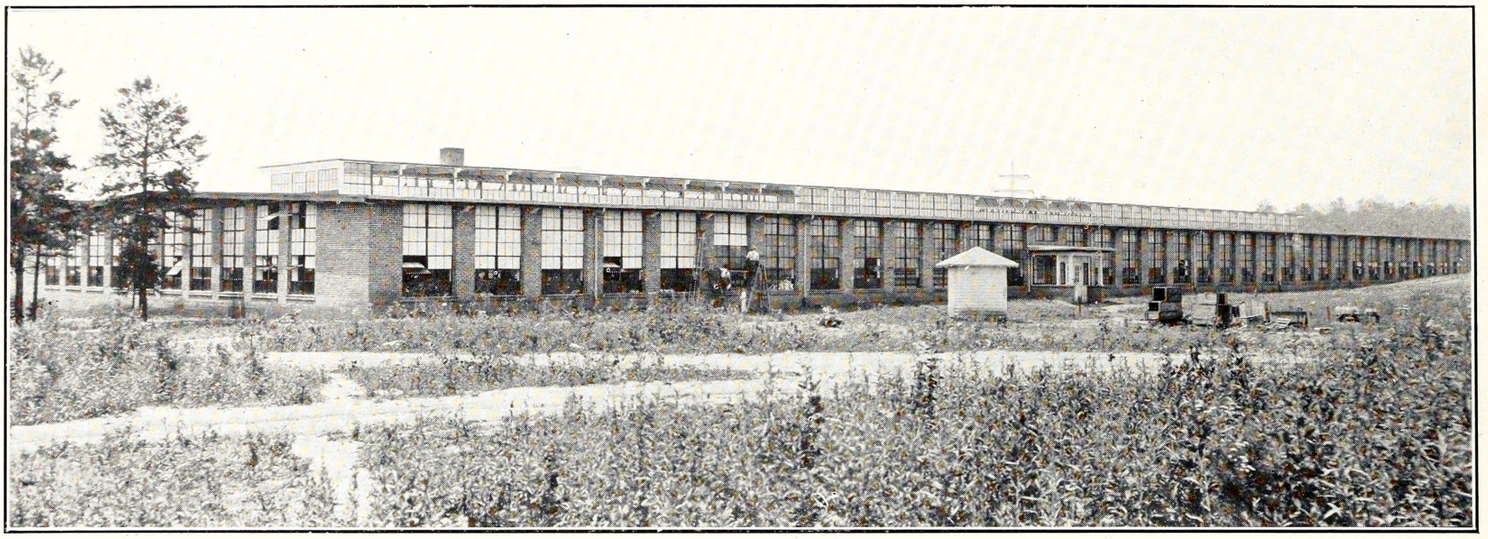


LUTHERAN CHURCH, BELMONT, N. C.

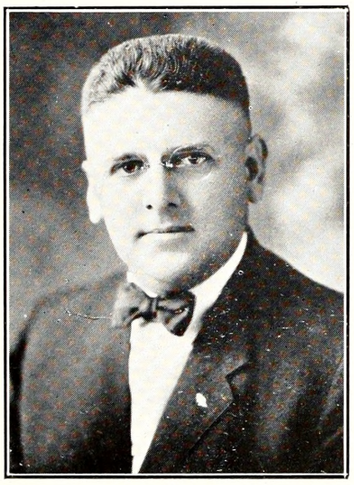


COTTAGES AT ACME SPINNING COMPANY, BELMONT, N. C.

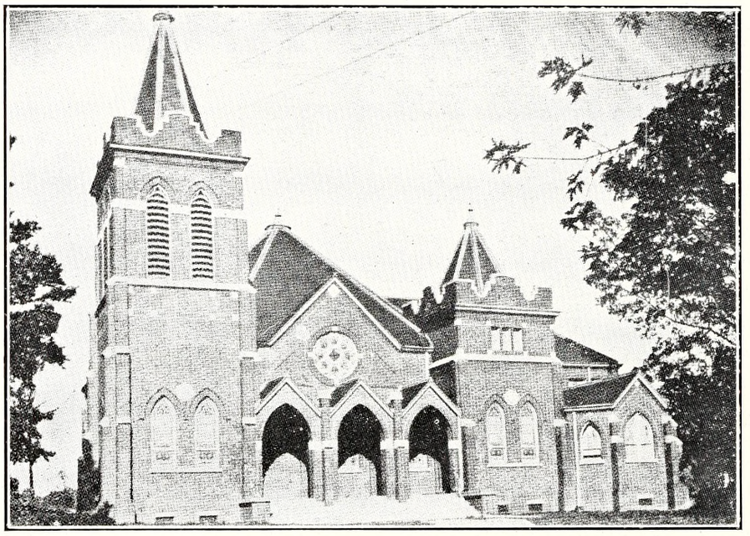
Lineberger Group of Mills



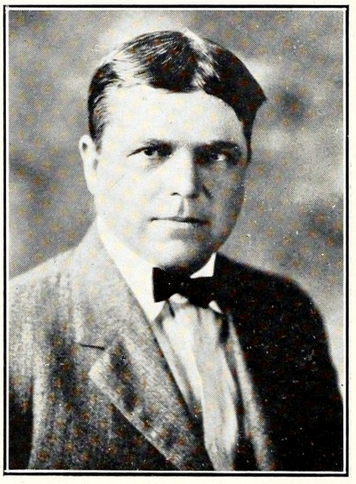
PERFECTION SPINNING COMPANY, BELMONT, N. C.



D. P. Stowe
Secretary and Treasurer Perfection Spinning Company



PRESBYTERIAN CHURCH AT BELMONT

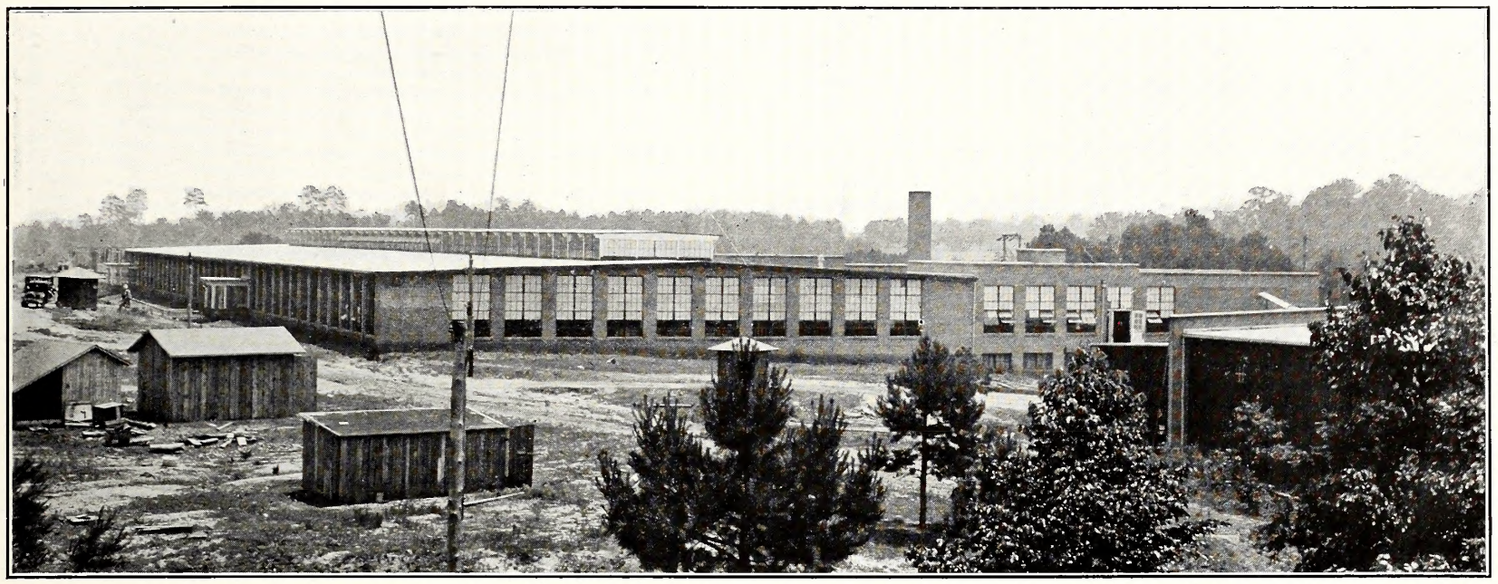


J. W. Miller
Superintendent Perfection Spinning Company



COTTAGES AT PERFECTION SPINNING COMPANY

Lineberger Group of Mills



LINFORD MILLS, INC., BELMONT, N. C.

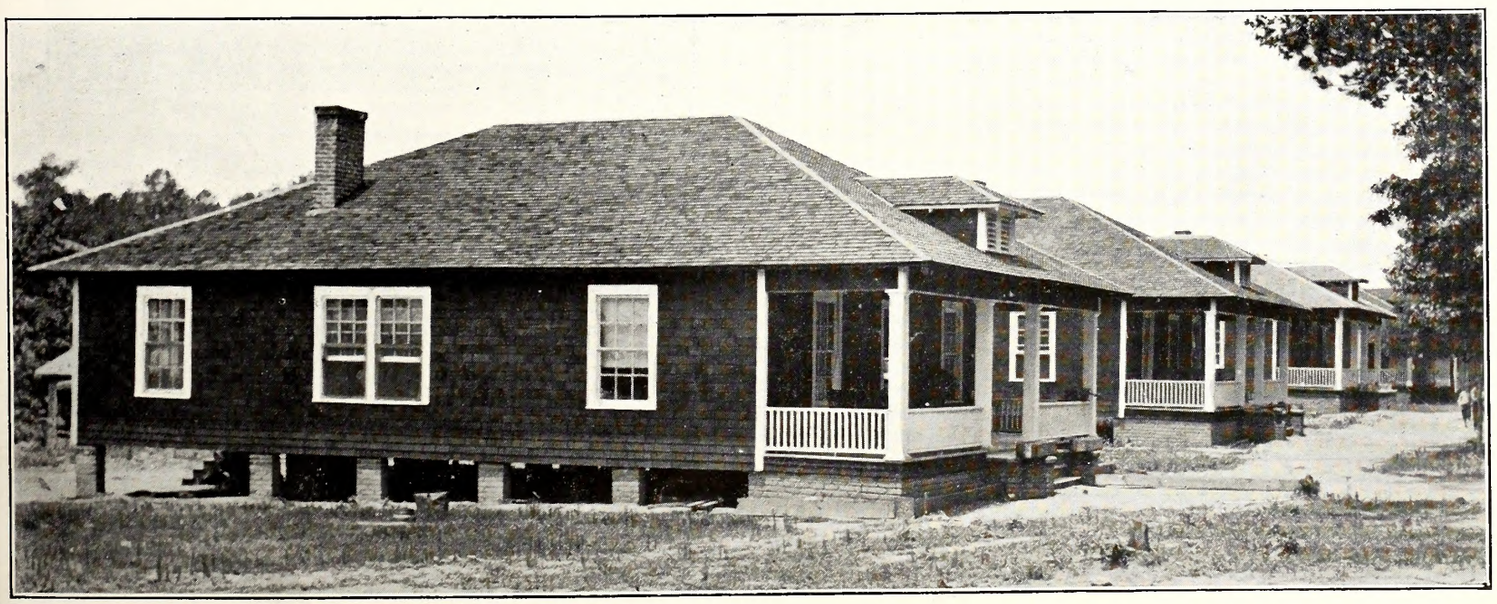
lawns and bright flowers; and fine trees along the streets; it makes one wonder how the people could possibly be better situated. Mr. Rutledge said: "Most of them appreciate everything that is done. We have a fine class of people here." Now and then we get in a family that is inclined to be shiftless and unappreciative but we get rid of them as quickly as possible." Then he told of all the improvements he hopes to make just as rapidly as possible in his mill village. He said "All my life since I have been old enough to be in such a position I have wanted to be allowed to build a mill village after my own ideas and run a mill in the same way. Here I am left absolutely in charge. That is one fine thing about Mr. Lineberger. He gives his executives full control and they all appreciate the fact and are constantly striving to make their particular mill the best of the group." Mr. Rutledge has a sympathetic worker in his able superintendent.



STREET AT LINFORD MILLS.

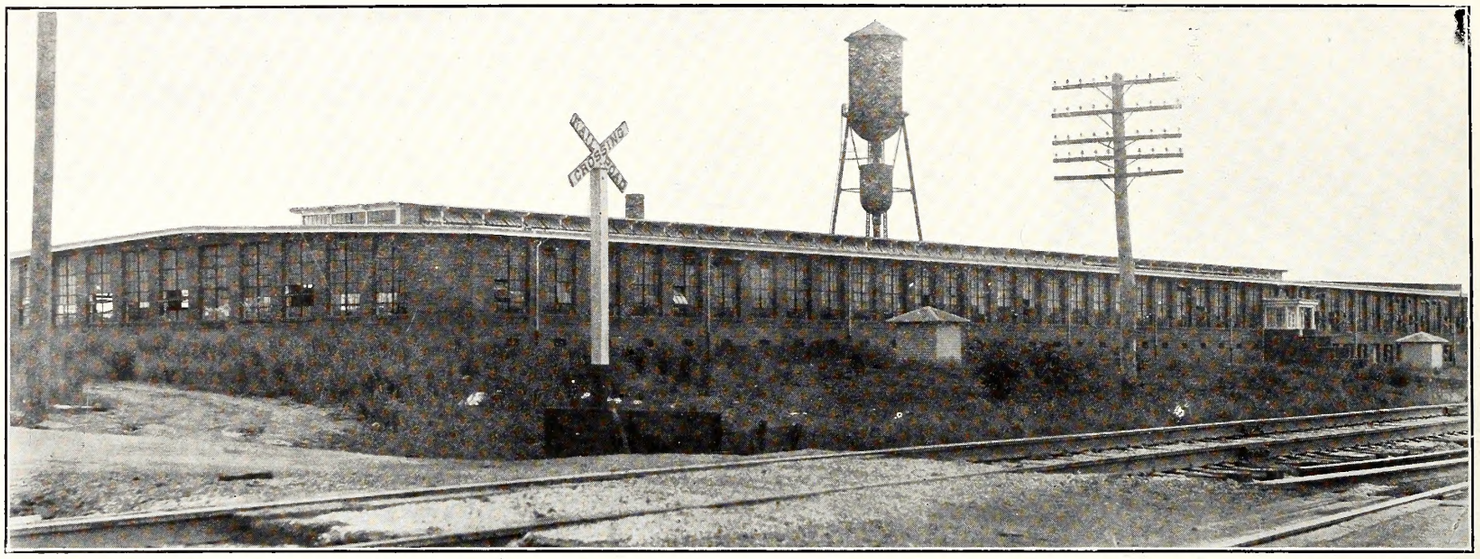
Mr. Lineberger has two more splendid mills at Salisbury, the Rowan Cotton Mills Company, and the Vance Cotton Mills. He is president of both of these mills. Both are modern and up-to-date both in mill construction and equipment. F. R. Brown is vice-president of the Rowan Cotton Mills Company and the other officers are: A. E. Davis secretary and treasurer and manager with W. L. Campbell, superintendent. The capital stock of this mill is $385,000 and the equipment consists of 6,128 spindles engaged in the manufacture of knitting yarns 26s to 36s. One hundred persons are employed and the village has a population of 300 inhabitants.

Mr. Davis waxed eloquent in his description of his help, declaring there were none finer in the whole



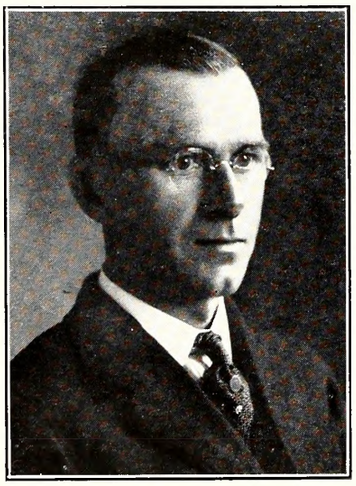
COTTAGES AT LINFORD MILLS

Lineberger Group of Mills



CHINA GROVE COTTON MILLS, CHINA GROVE, N. C.

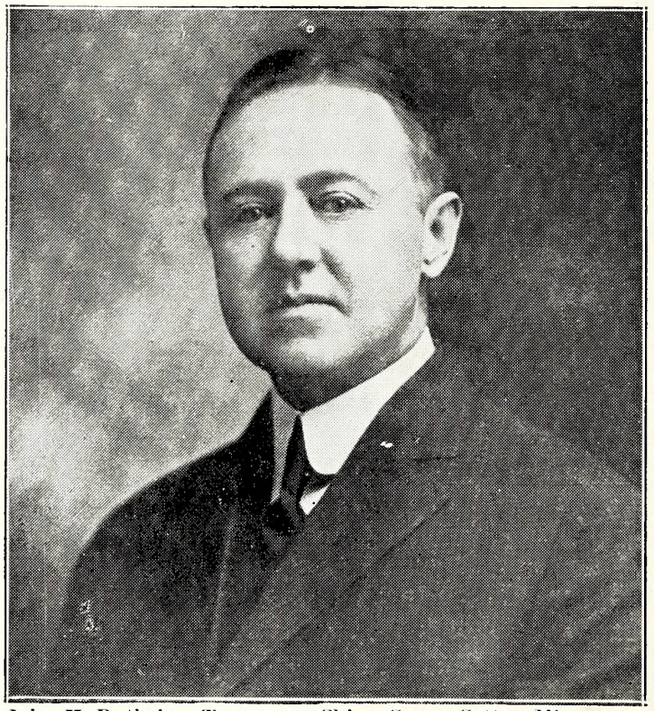
South and it was with regret the writer declined the pleasure of a trip through the mills "just to see what fine folks we have in our mills." This mill is a little out from Salisbury and here the management has given a great deal of thought as well as time and money to the making of pleasant environments for their operatives and their families. They have a nice, modern school building which has been built by them for the use of the mill children. Two teachers are employed which are paid by County funds supplemented by the mill. The children are urged to go to school and when they finish in the village school they have splendid opportunities for higher schooling in the excellent schools of Salisbury. Since this mill was only founded in 1919 not nearly all the improvements have been made that the management has in mind. Just now they are using the school building for church services. There is a flourishing Sunday School, and a library. The little children of the village have a pretty playground.



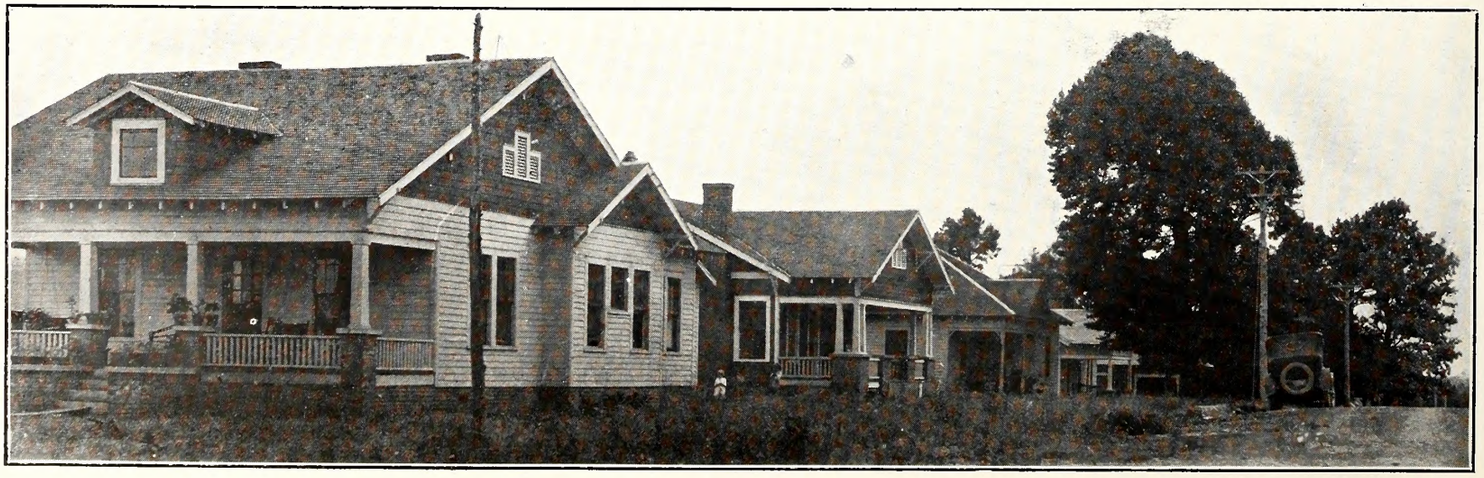
W. P. Lee
Superintendent China Grove Mills

The cotton mill families attend the various churches of the town, mingling with the other citizens without embarrassment. They are naturally of a religious turn of mind and many of them are active in Sunday school and church work. They get good wages, dress well and live well.

Before the development of the cotton mill industry in the south

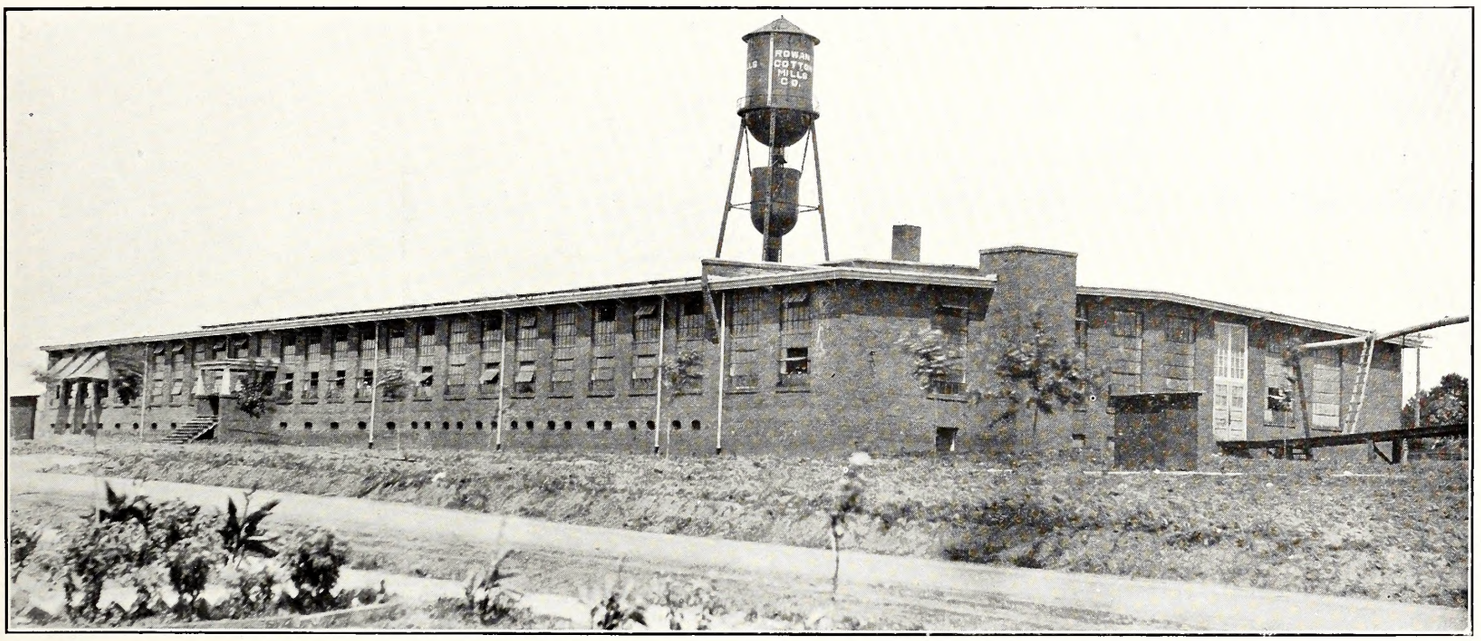


John H. Rutledge, Treasurer, China Grove Cotton Mills.



COTTAGES AT CHINA GROVE COTTON MILLS

Lineberger Group of Mills



ROWAN COTTON MILLS, SALISBURY, N. C.

there were hundreds of thousands of poor white people barely ekeing out an existence on the scant returns of their small mountain farms, or as tenant farmers. To such people the cotton mills have been of untold blessings.These people are all of native American stock, pure Anglo-Saxon, and in many instances of fine old Revolutionary families that have been hiden away for generations in the mountain fastnesses. The south is training its own labor for this work. Daily the workers are becoming more skilled in the finest lines of cotton manufacturing. These mountain people must be understood before their inherent strength of character can be appreciated.

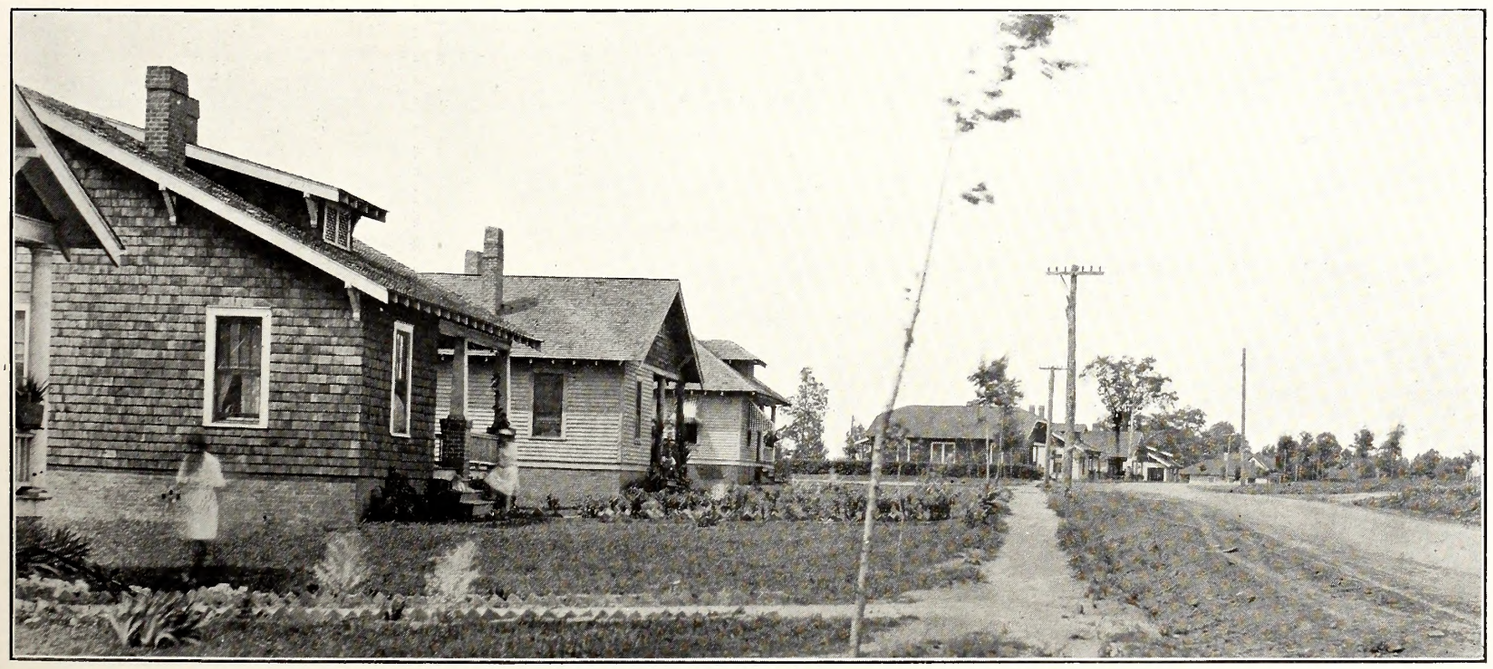
It is from just such people as these that Mr. Lineberger and his associates have drawn their operatives and because of the liberal policies adopted in dealing with their help their progress and prosperity has been unsurpassed. They appreciate that in giving these people work in their cotton mills they are not only paying them good wages, giving them comfortable homes in which to live, but they are doing a bigger, finer work in giving their minds and intellect a chance to grow and expand. They are enabling them to give their children opportunities for advancement and education that they themselves were deprived of. These people are of a religious turn of mind, they believe in the Bible, they preach it many of them live it. They are steady, sober and industrious people who are making more ready money than they have ever had in their lives. The appreciate what is being done for them and are intelligently interested in their work in the mills, taking pride in producing goods of a high standard.

Mr. Lineberger is keenly interested in all kinds of sports for his people and none of the mill boys ever went to him for assistance in organizing a baseball club that did not meet with encouragement and sufficient funds for equipment.He is equally interested in the brass bands, basket ball teams, clubs, and other organizations that are in the various mill villages and all of them receive his ready support and aid.

There is no wonder that the operatives of the Lineberger mills are healthy, happy and contented. Few of them make changes. A warm feeling of sympathy exists among the most of them and they are always ready to help each other and extend a friendly hand to the new comers.

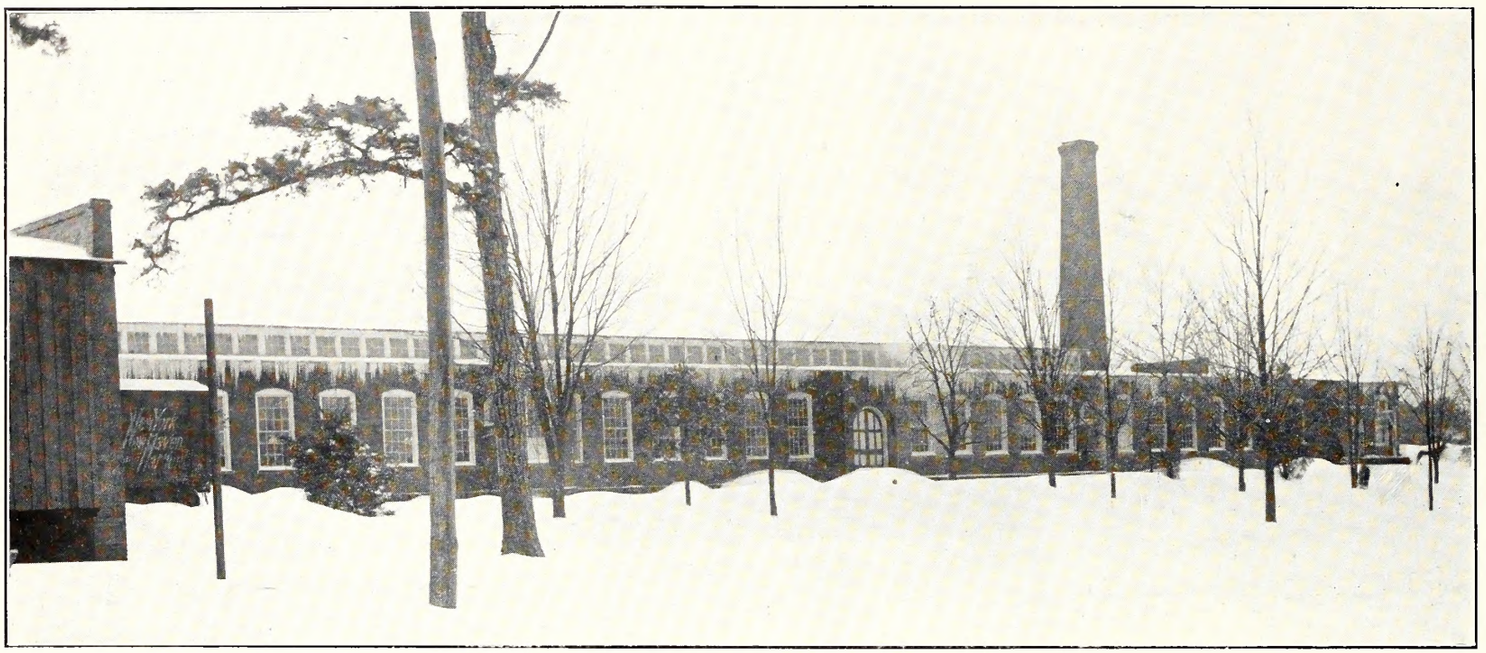
Thrift is encouraged among the operatives but this is one of the hardest problems that confronts the mill management. These people make good money and they spend it freely, not seeming to realize that there will be the proverbial "rainy day."

Education will solve most problems and Mr. Lineburger and his associates are opening the doors of schools for their people.



GROUP OF COTTAGE S AT ROWAN MILLS

Lineberger Group of Mills

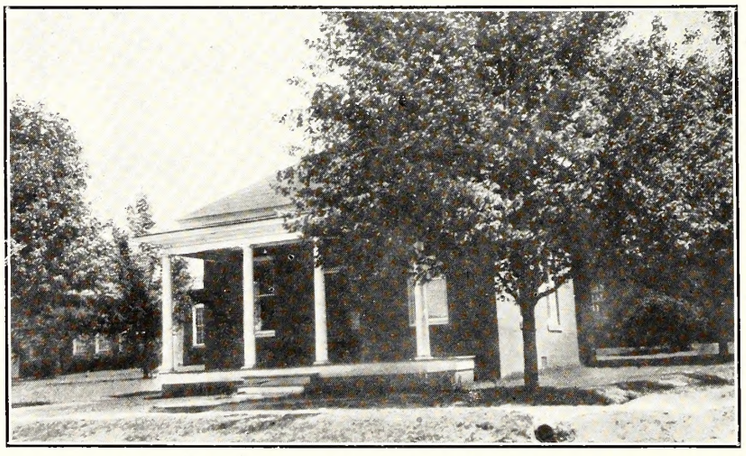


VANCE COTTON MILLS, SALISBURY, N. C.

The Vance Cotton Mills are located within the city limits of Salisbury, N.C.; a very progressive manufacturing little city noted for its excellent shipping facilities, educational advantages and many other interesting features that have been the means of drawing large manufacturing plants within its bounds.

The Vance Cotton Mills were founded in 1891 by Dr. F. J. Murdock and associates. Several years ago the mill changed hands and came under the direction of that wizard of the cotton mill business, Mr. A. C. Lineberger, of Belmont, N. C., who is president of the company now, the other officers are: Dr. C. M. Van Poole, vice-president; E. B. Neave secretary and treasurer; W. M. Crump manager and H. K. Roberts superintendent. It is a well known fact that Mr. Lineberger is a splendid judge of humanity and that he has the happy faculty of picking men to put in charge of his mills with such excellent business qualifications that they may be given carte blanche authority; each man is given a few definite ideas upon which to work, otherwise he is left free to work out and develop his own salvation as he sees fit. Invariably this plan has been appreciated by the executives of the various mills and they have shown their own appreciation by making a splendid succes of their business.

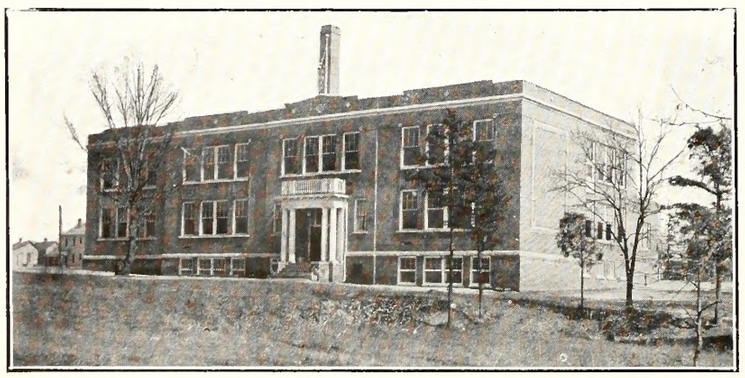
This is especially true in the case of the Vance Mills. It would be hard, indeed, to find a more energetic, enthusiastic gentleman than Mr. W. M. Crump. He is possed of keen judgment, fine democratic ideas in dealing with his help, and an unusually versatile knowledge of the textile business. One can hardly come in contact with Mr. Crump and Mr. Roberts, the capable superintendent, without catching their spirit of enthusiasm and one can well understand how such men can, through their personality and interest, gain the confidence and admiration of their help in a way to secure the greatest efficiency.



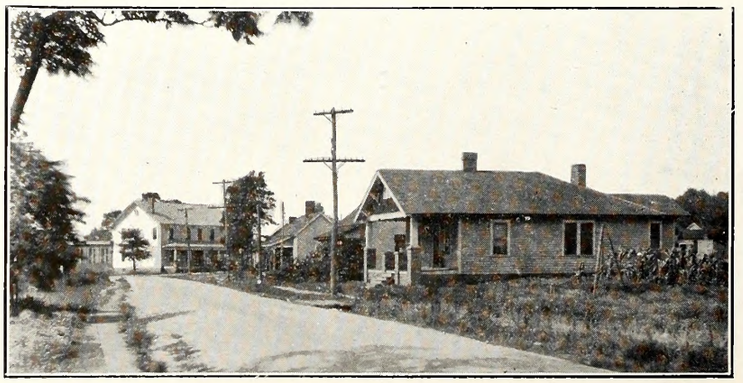
OFFICE OF VANCE COTTON MILLS.

The Vance Cotton Mills are capitalized at $300,000. The mills are beautifully located in a young maple grove that so completely hides it that no photographer could get a perfect picture in summer time. The grounds surrounding the mills look more like a pretty little park than the front yard of a big cotton industry, a pretty lawn with fine shade, graveled drives and clumps of shrubbery, and the entire plant premises kept perfectly clean. The office looks like some careful house keeper of asthetic tastes had planned and built her own little bungalow and surrounded it with green lawns, fine trees and bright flowers.

The equipment of the Vance cotton Mills consists of 16,048 spindles and 200 looms. Pajama checks and carded yarns are the products of the mills. Two hundred and forty hands are employed at the Vance Cotton Mills, any one of whom will tell you that they would not ask for a more pleasant environment.

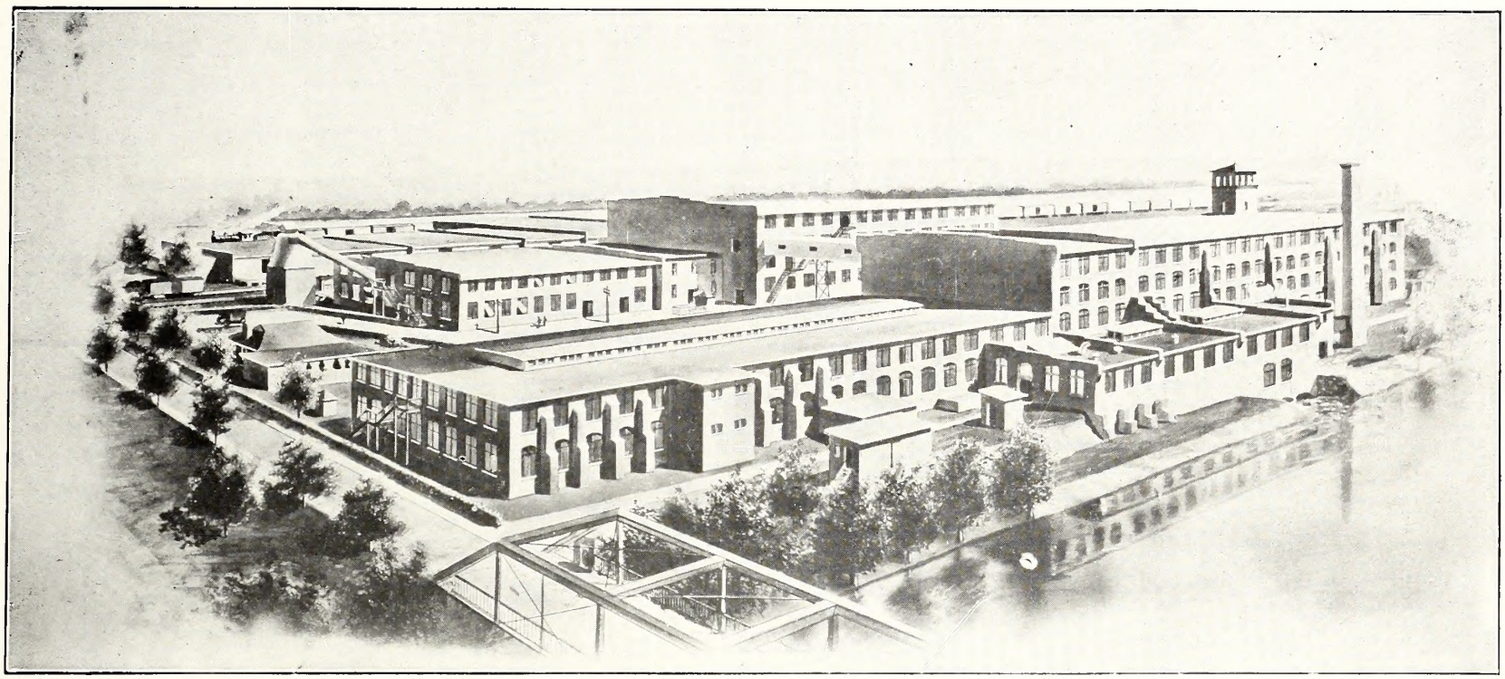


SCHOOL THAT VANCE COTTON MILL CHILDREN ATTEND.



STREET AT VANCE COTTON MILL.

Roanoke and Rosemary Mills



ROANOKE MILLS NO. 1, ROANOKE RAPIDS, N. C.

Many splendid little cities in North Carolina owe their very origin to the textile industry. Years ago it was claimed by those who were familiar with conditions that cotton manufacturing could never be made a successful industry in the Southern States, but this theory has long since been exploded and today Southern mills, especially in the Piedmont section, are making everything from the finest counts of yarns to silk fabrics and are commencing more and more to mercerize, dye and finish their own goods. Today every little town wants its cotton mill and is offering land free, exemption from taxation and all sorts of encouragements to the man who knows how to make cloth and will start a mill.

Roanoke Rapids is one of the towns that owes its very existence to the textile industry and the fine vision and foresight of a big business man. The magnificent water power at Roanoke Rapids is one of the big attractions for manufacturers, there being sufficient power to run an untold number of industries. The management of the Roanoke Mills saw the possibilities of the town and its splendid water power and against great odds begun the development and organization of their plant in 1895 and were ready to commence operations in 1896. In the beginning the plant contained 12,096 ring spindles and 320 plain looms. Under the careful management of the splendid executives there was a constant growth and today the equipment consists of 55,008 ring spindles and 1,542 improved automatic looms. The manufacture of outing flannels was commenced in 1898 and since that time has been the product of the mills. The machinery of the Roanoke Company is driven by hydro-electric power generated at plants owned and operated by the company and most of the groups of machinery have their own individual motor drive which eliminates possible accidents and makes the work of the mills much easier on the operatives.

The capital stock of the Roanoke Mills Company is: Common $3,000,000, preferred $500,000, second preferred $710,000. Total $4,210,000.

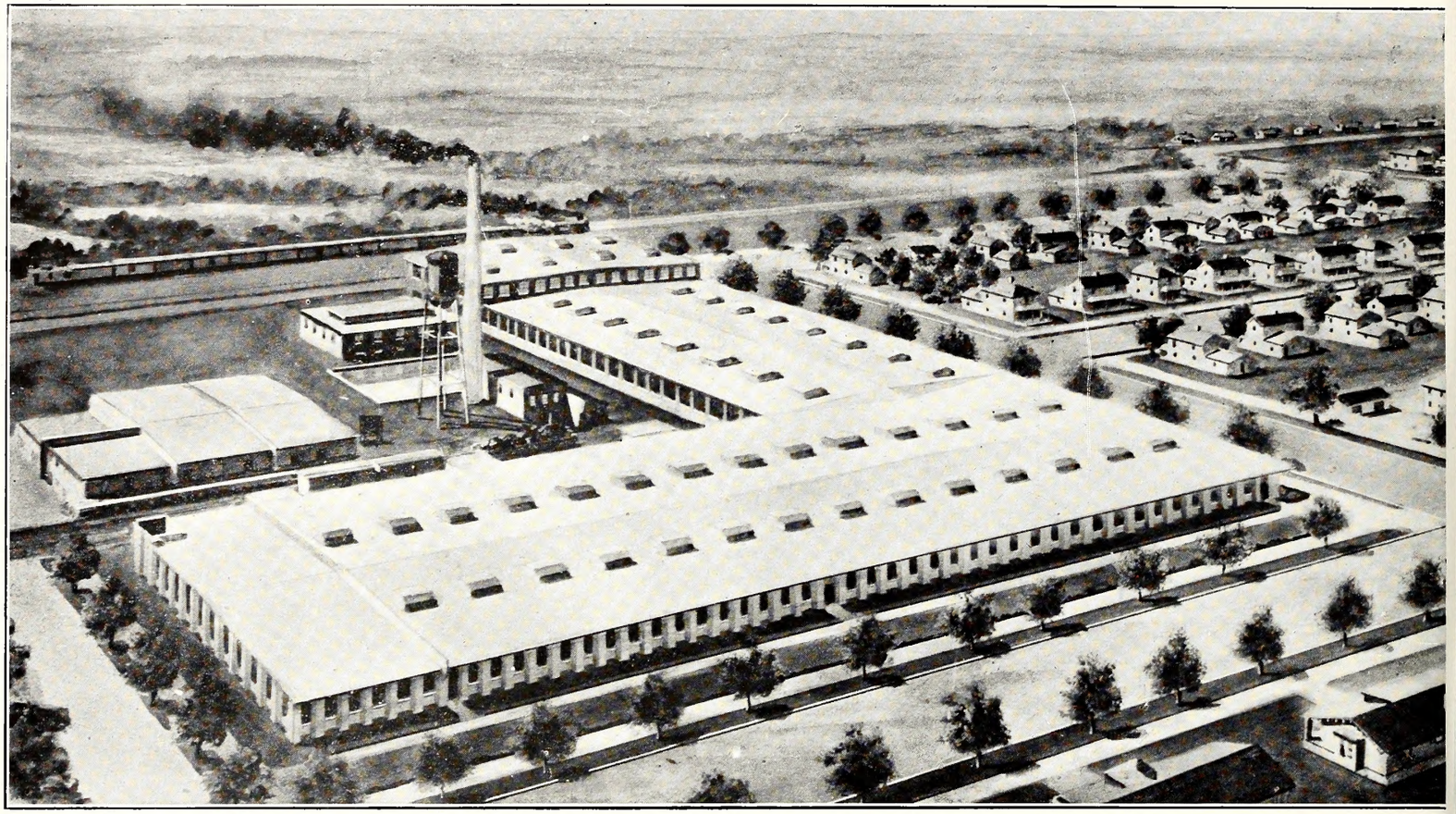
Officers are: W. S. Parker, president; W. L. Long, vice-president; S. F. Patterson, treasurer and general manager; J. M. Jackson, secretary. Mr. A. L. Bain is still general superintendent.

The mills are models in every respect. The plant of Mill No. 1 consists of one building 244 feet long by 102 feet wide, four stories; another 220 feet by 102 feet, two stories; a dye house 55 feet by 79 feet, one story; a machine shop 46 feet by 55 feet, one story; cloth and finishing department 145 feet by 100 feet, two stories; one brick warehouse, four stories; five wooden warehouses, one story, and one waste house, one story. Mill plant No. 2 comprises a mill building 542 feet long by 158 feet wide, one story, of reinforced concrete, with an ad-



GIRLS' TRACK TEAM, ROANOKE RAPIDS, N. C.

Roanoke and Rosemary Mills



PANORAMIC VIEW OF ROANOKE MILLS

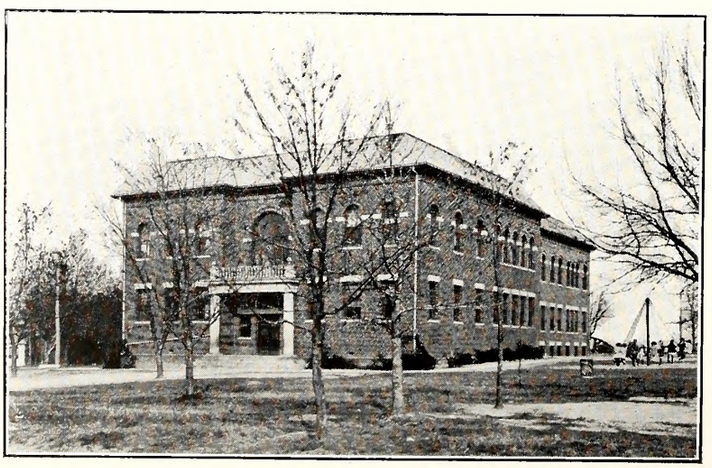
dition to weave room 274 feet, two stories. The dye house at this mill is 50 by 75 feet, one story. A two-story warehouse is 150 feet long by 100 feet wide. To Mill No. 2 there has recently been added a three-story brick and concrete warehouse 75 feet by 125 feet. This warehouse is "mill construction" so that it can be used for machinery if necessary.

Now, as to the plants. themselves, the construction, the manner in which they are kept, a careful study of the pictures portrayed here will do more toward giving one an accurate idea than writing could do. These cuts were made from actual photographs in every instance and there is no getting around the wonderful beauty of these plants. The inside is just as beautifully kept. To one interested in machinery and textile work the interior of these factories is really marvelous. A consistent policy of replacement has been pursued at all times, consequently the physical condition of the various plants is of the highest order, resulting in efficiency and maximum production. The buildings are all well ventilated, heated and lighted. Sanitary conditions are considered of paramount importance and nothing has been left undone along this line.

No mill company in the country has done more to beautify their mills and surroundings, and no company has achieved finer results. Trees, flowers and shrubs have been planted in all the villages, the mills are surrounded by them. Lawns are to be found everywhere that a patch of green will enhance the picture. Thousands of dollars have been spent to make the villages places of permanent beauty, and they are certainly model little cities. This work has been very carefully planned and carried out, not the slightest detail has been overlooked.

The Roanoke Mills Company employs from 1,000 to 1,100 operatives. One of the greatest assets of the Southern cotton mills is the character of their employees, most of whom are pure blooded Anglo-Saxons, speaking only the English language, and with none of the bolshevik traits of foreign born operatives.

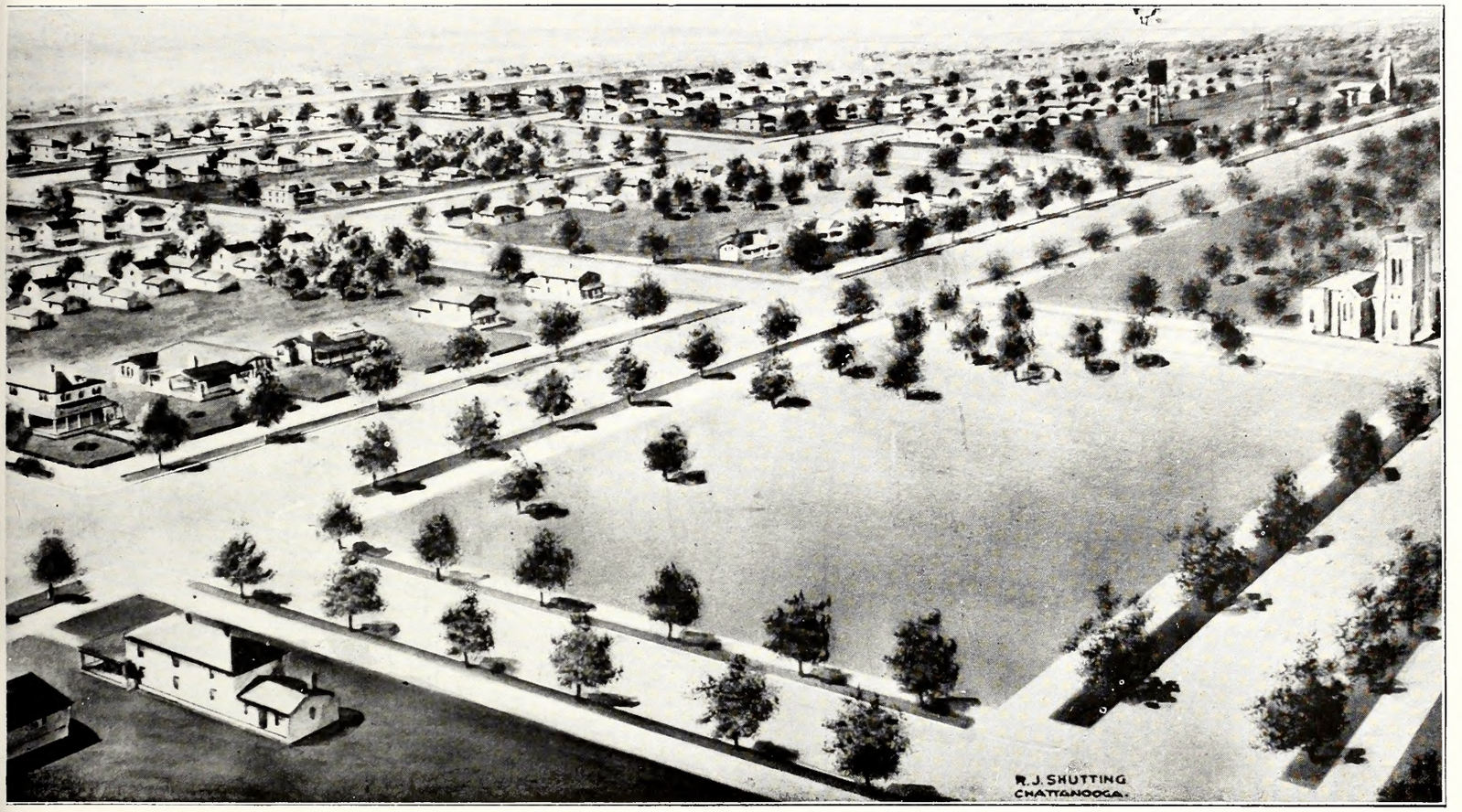
Mr. S. F. Patterson is really the active head of the affairs of the mills and his word is law. Mr. Patterson stands out prominently among the cotton manufacturers of the South, as well as in the entire country, as a leader in manufacturing efficiency and industrial progress. He is an untiring worker, progressive and noted for his liberal policies in dealing with his employees. Mr. Patterson's splendid judgment of human nature has been the means of enabling him to associate with himself a staff of co-workers who are not only in sympathy with his policies but share his confidence and responsibility. Many of them have risen from humble beginnings in his own mills. He has watched them work with keen interest and has always been gracious in his appreciation.



ROANOKE RAPIDS PRIMARY SCHOOL

Mr. Bain is Mr. Patterson's right-hand man. He knows how to run the mills successfully, but to tell the truth the hobby of both Mr. Patterson and Mr. Bain is the welfare of their operatives. The executives of the Roanoke Mills realize the vast responsibility that is resting upon them. They do not feel that their responsibility ceases when their operatives walk out of the factory doors. They take a personal interest in every one of their employees, and their families, even down to the tiniest little tot in the villages. They are not satisfied with building beautiful streets and pavements and comfortable homes, with all modern conveniences, bungalow style, most attractive in design with broad porches and nice large rooms which add so much to the comfort of summer evenings in the Southern climate. They realize that recreation and social intercourse are needed to make the operatives contented and happy and every effort has been made to meet this need. No mill in the country has spent more money or gotten more satisfactory results in this respect. Mr. Patterson is always thinking of something for the improvement of his mill or village. One of the greatest natural

Roanoke and Rosemary Mills

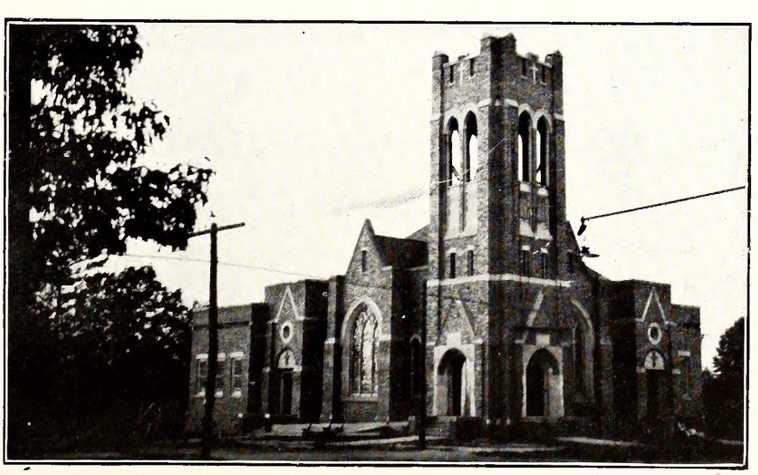


COMPANY. ROANOKE RAPIDS, N. C.

obstacles Mr. Patterson has had to overcome arose from health conditions. The location of the mills and village as well as the surrounding country, when the mill was first built, was inclined to be swampy and ill-drained. Dr. T. M. Long, head of the Roanoke Rapids Hospital, has been very instrumental in overcoming these conditions. Thousands of dollars were spent under his direction. He consulted the United States Health Department and secured the opinions of experts on the matter. A similar system to that employed by the government in the Panama Canal zone was established and put into operation. This system is most interesting and unusual for use in this country. All swamps in the vicinity of the town and mills were drained and "dripping cans" were placed over the running streams. It is well known to health authorities that the mosquitoes are malarial germ carriers. These "dripping cans" maintained a coating of crude oil over the surface of the slow moving streams and the number of mosquitoes were reduced to a minimum with the astonishing result that sickness in the community was reduced from 49.8 per cent in 1913 to less than 1 per cent in 1918. Blood tests have been made each year under the direction of the United States Public Health Service. This work is maintained by the united efforts of all the manufacturers located at Roanoke Rapids. Mr. Patterson considers that every cent of the money invested in this work by the Roanoke Mills is well spent. A perfect sanitary system means greater efficiency in work and recreation and in the instance of the Roanoke Mills this has been demonstrated most satisfactorily.

Nowhere can there be found a place with a finer spirit of democracy than at the Roanoke Mills and Rosemary Manufacturing Company. The business is conducted literally "of the people, by the people, for the people." One executive said: "Here there is no 'mill hill' where the mill employees are segregated from the rest of us. We all work together side by side and live exactly the same way; worship in the same churches; send our children to the same schools; use the same libraries; patronize the same stores where we are shown the same articles of merchandise; go to the same entertainments and amusements; use the same hospitals and receive exactly the same careful attention; and so on in everything else. Our interests are one and the same."

The executives of the Roanoke-Rosemary communities are very enthusiastic in the matter of education. Mr. Patterson believes that one cannot begin the training of a child too early in life. Even in the splendidly equipped day nurseries which are in connection with the mills, the little babies are trained more or less by the daily routine of the place. Then in the modern kindergartens the little tots are trained to use their hands and minds in the making of useful articles and learning to care for their physical well being. Particular stress has been laid upon this work and only graduates from the very best training schools are employed as teachers in this department, as well as in all other school work.

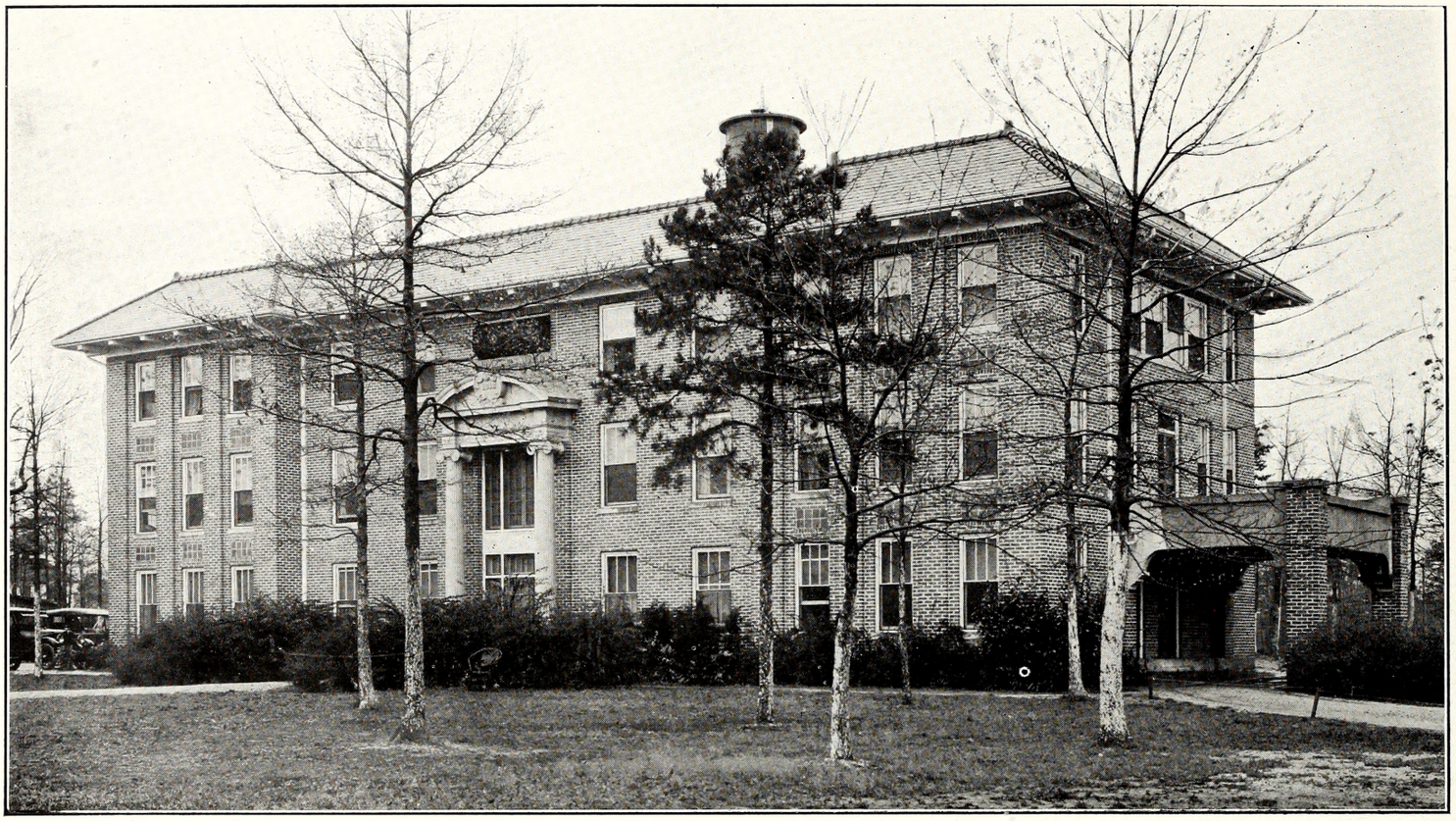


CHURCH AT ROANOKE RAPIDS

Magnificent school buildings that would do justice to a city have been built and are maintained by the school district, which is practically composed of all mills and mill villages, but by far the greater part of the taxes are paid by the Roanoke Mills and Rosemary Manufacturing Company.

The Roanoke Rapids primary school takes care of the children in the grammar grades from the Roanoke Mills village. The Rosemary primary school performs the same function for the children of the Rosemary Mills village. The Junior-Senior High School is located in the center section of the towns. This magnificent building has been erected at an approximate cost of $500,000 and is without question the most expensive and artistic high school building in the entire State of North Carolina. It would be hard to find a more perfectly proportion-

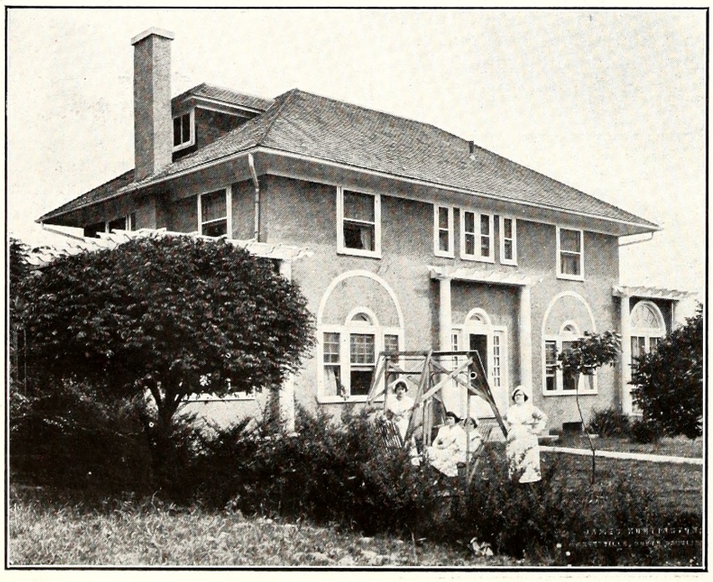
Roanoke and Rosemary Mills



HOSPITAL BUILT BY ROANOKE MILLS COMPANY AT ROANOKE RAPIDS

ed school building in the whole country. This building was designed and built by one of the finest architects of New York City. The building is of brick and concrete with sandstone trimmings, entirely fireproof.

At the entrance a handsome tablet has been placed "In Memoriam" to those splendid young men of the community who fought so willingly for their country and lost their lives upon the battlefields of the late World War. On the other side there is a tablet bearing the names of the school board in office at the time the building was erected. Every detail of the building has been attractively worked out. The broad stairways are very easy of ascent, the columns and pillars are massive and strong. Special attention has been given to the heating and ventilating of the building. The system is that of steam ventilation, vacuum heat. Every room has its cold air pipe which brings in an abundance of fresh air which passes through the heating system, then into the room pure and warm, thereby keeping the same temperature at all times so that the children are not subjected to drafts and cold. Every room has an outside exposure with numerous windows which furnish plenty of light and make them bright and sunny. The desks are comfortable. There are separate closets for boys and girls off from each room. Each room is complete with modern equipment for the special work done in it. Of great importance are the classes known as the "Opportunity Department," where children who are slow in development are given a chance to study and work along lines that appeal to them. There are rooms fitted and thoroughly equipped for instruction in vocational work; business and commercial lines, including a two-year course in stenography, typewriting and bookkeeping; arts and crafts; sewing, home economics, millinery and domestic science, where the cooking is done on handsome electric ranges. An idea of the wonderful interest manifested in these departments may be gotten from the various pictures taken

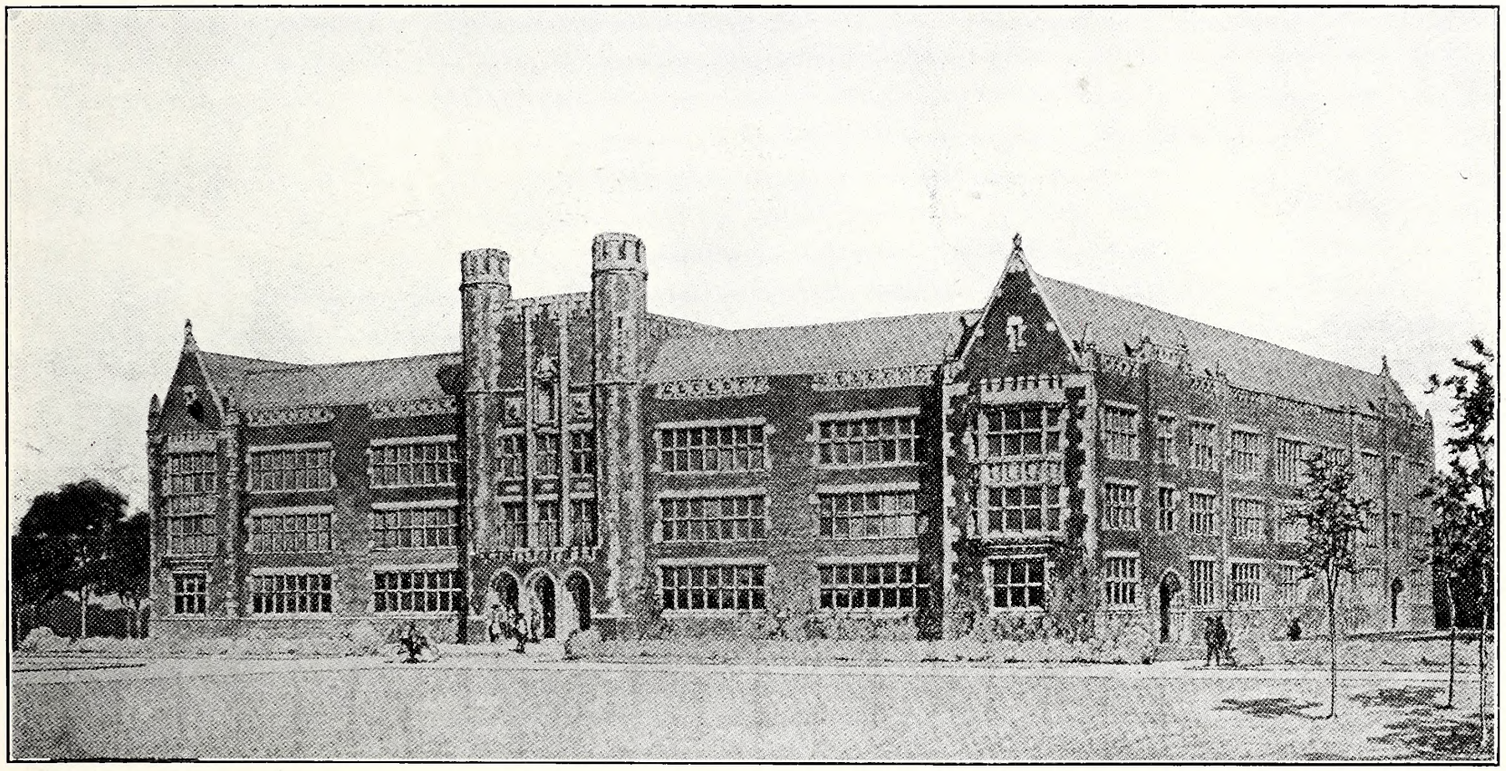


NURSES' HOME



THE NURSES

Roanoke and Rosemary Mills



JUNIOR AND SENIOR SCHOOL AT ROANOKE RAPIDS

from actual photographs which accompany this article. And it would be impossible to tell of all the benefits to the parents and families of the students that have been derived from the efforts of the children to make their homes more pleasant and more comfortable, as well as in the making of their own clothing, hats and the better preparation of food for the families.

The basement of the Junior-Senior High School Building contains a magnificent swimming pool, tiled, with the bottom marked off in sections by stripes of black tile, enabling the swimmers to move on a straight line during swimming races. A metal railing runs around the entire pool. The water for this pool is filtered and heated by a separate system from those employed in heating the school building. In connection with the pool there are steel individual lockers for both sexes, as well as shower baths, both hot and cold. This pool is open to the public at certain hours. The water is kept perfectly pure and no place could be more sanitary. Many interesting aquatic feats are performed at this pool in swimming and diving contests. This summer there was a splendid performance of young girls in demonstrating methods to be used in rescuing a drowning person. They went to the bottom and brought up a ten-pound weight, broke strangle holds under water, and did a number of other most interesting things.

In another section of the basement contains the great engines and boilers heating system employed in the school. An unusual feature is the fact that there are two complete heating systems ready at all times so that in case one is put out



ROANOKE RAPIDS-ROSEMARY BAND

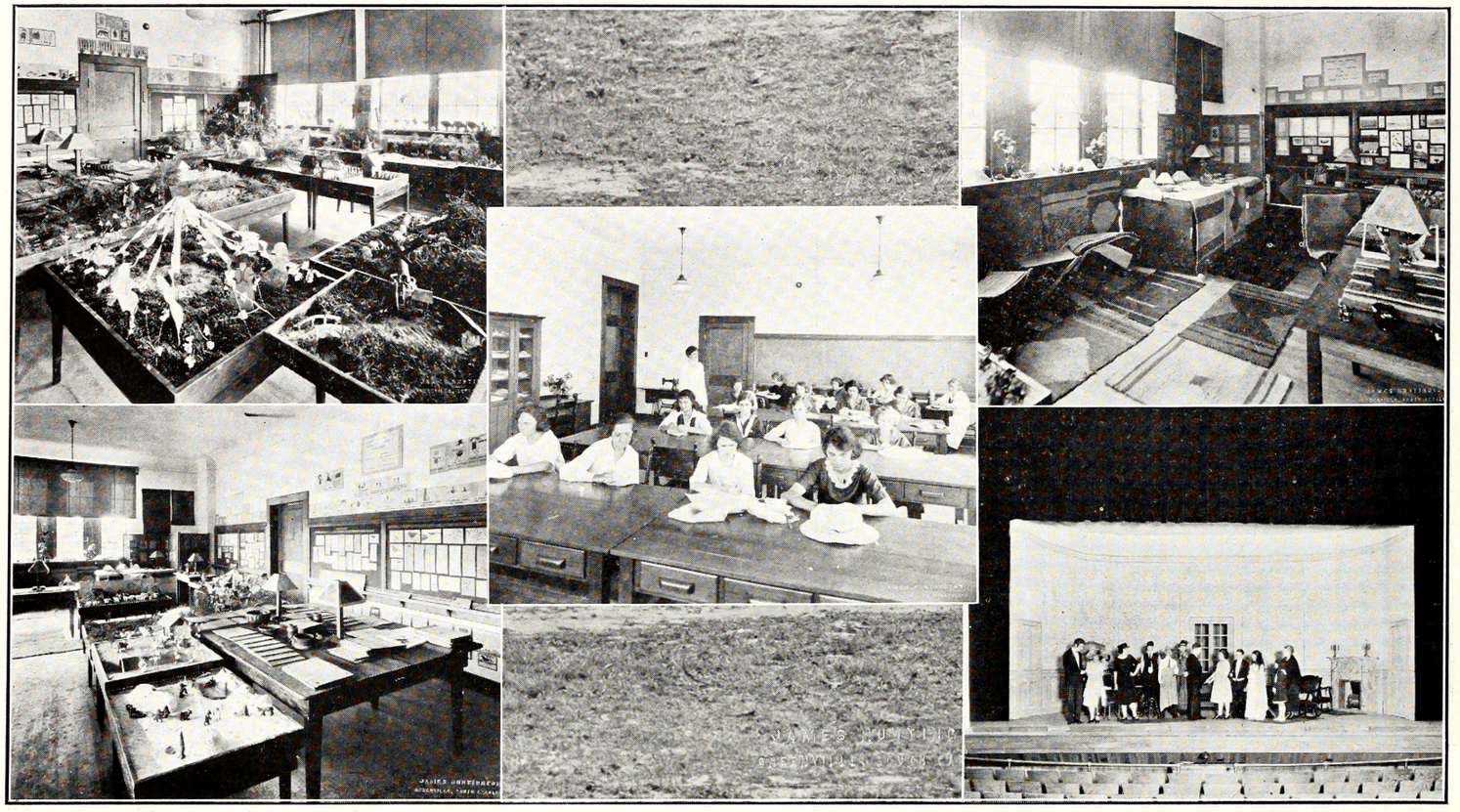


SCHOOL MUSICAL ORGANIZATION



COMBINED COMMUNITY MUSICAL ORGANIZATIONS

Roanoke and Rosemary Mills



PRIMARY DEPARTMENT OF SCHOOL
PRIMARY DEPARTMENT OF SCHOOL

HOME ECONOMICS

PRIMARY DEPARTMENT OF SCHOOL
HIGH SCHOOL DRAMATIC CLUB



HIGH SCHOOL FOOTBALL TEAM

Roanoke and Rosemary Mills



HIGH SCHOOL BASKETBALL TEAM

of commission the other will heat the entire building comfortably and there will be no need to send the children home until the heating system is repaired. The water which is piped throughout the building into sanitary drinking fountains, and which is used for other purposes in the building and swimming pool, is taken from a well 173 feet deep.

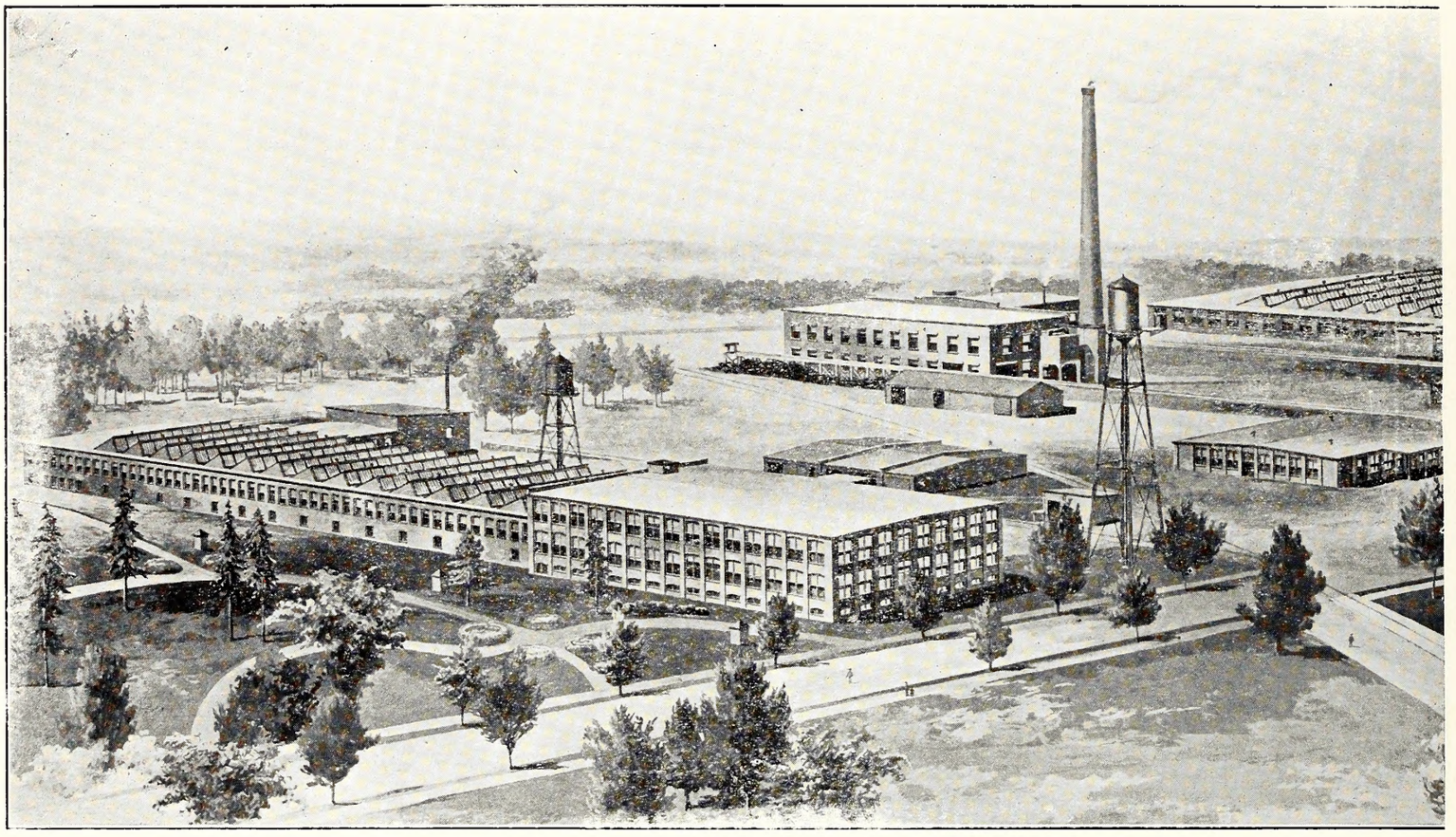
There is also a completely equipped gymnasium. Sports of every kind are encouraged and there are fine classes in the various departments of gymnasium work.

The most notable feature of the entire building, perhaps, is the fine large auditorium. There is probably not a finer or more completely equipped auditorium in the State than this one. It has a seating capacity of 2,000, with room for 1,300 on the main floor, nice, comfortable chairs which may be removed at will to permit the auditorium being turned into a large basket or volley ball court. The balcony has 702



TROOP OF GIRL SCOUTS AT ROANOKE RAPIDS

Roanoke and Rosemary Mills



PANORAMA OF ROSEMARY MANUFACTURING

regular opera chairs. The acoustics of the auditorium are perfect, making it very easy to speak loud enough for those in the farthest seat to hear everything.

The stage is so large and so well equipped with lighting and scenic effects that the largest theatrical shows leaving New York City may give their performances with perfect ease and comfort. The dressing rooms are models of neatness and convenience. The electric lighting system and electrical effects are produced by the very latest equipment for such purposes. There are complete changes of hand-painted scenery. One of special note shows the beautiful new colonial home and grounds of Mr. S. F. Patterson, which was made without his knowledge. There is a heavy asbestos curtain in case of fire. A handsome piano is included in the equipment of the auditorium. A motion picture screen of the very best quality is also included in the stage properties.

The motion picture booth is equipped with fine double moving picture machines of the best type, making it possible to show the clearest kind of moving picture. High grade films are shown several times each week and are a very popular form of amusement and education.

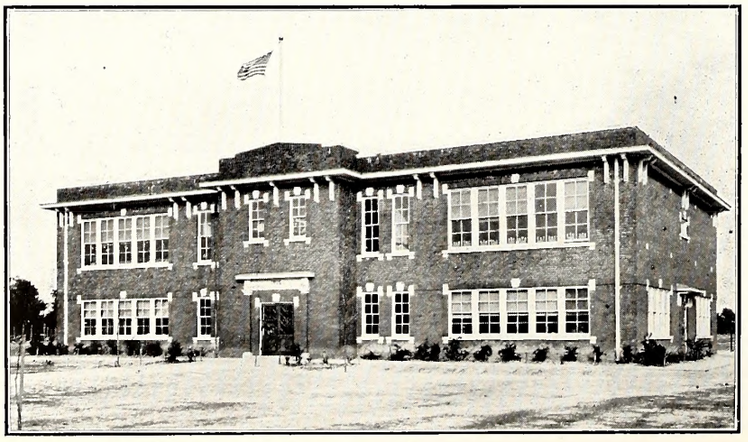
When moving pictures are to be given in the day-time there are movable curtains on the outside of the windows which darken them completely.

This auditorium is used, among other things, for school closing exercises, various forms of entertainments, concerts, readings, lectures, road shows of a very high class and amateur performances by the local dramatic club. The picture showing the interior of auditorium and the stage with a scene from a play given by the local dramatic organization. Basketball and volley ball contests are often given here, too.

A splendid reference library in the High School containing 3,000 volumes is a source of much pleasure and information to the school. This also contains a reading room with copies of the best current magazines, as well as a department of standard and modern fiction, all of which is open to the public.

There are 2,200 pupils in the Roanoke Rapids-Rosemary schools. There is also a good school for negro children. Also there is a night school for employees. A school orchestra of fifty pieces, a class in home economics of 250 pupils, 170 members of the Girls' Scouts or Camp Fire Girls, and 60 Boy Scouts. Music is taught to all pupils in the schools. Cups were won in the State Musical Contest as follows:

Mixed Quartette, Girls' Quartette, Boys' Glee Club, Girls' Glee Club, School Trophy.



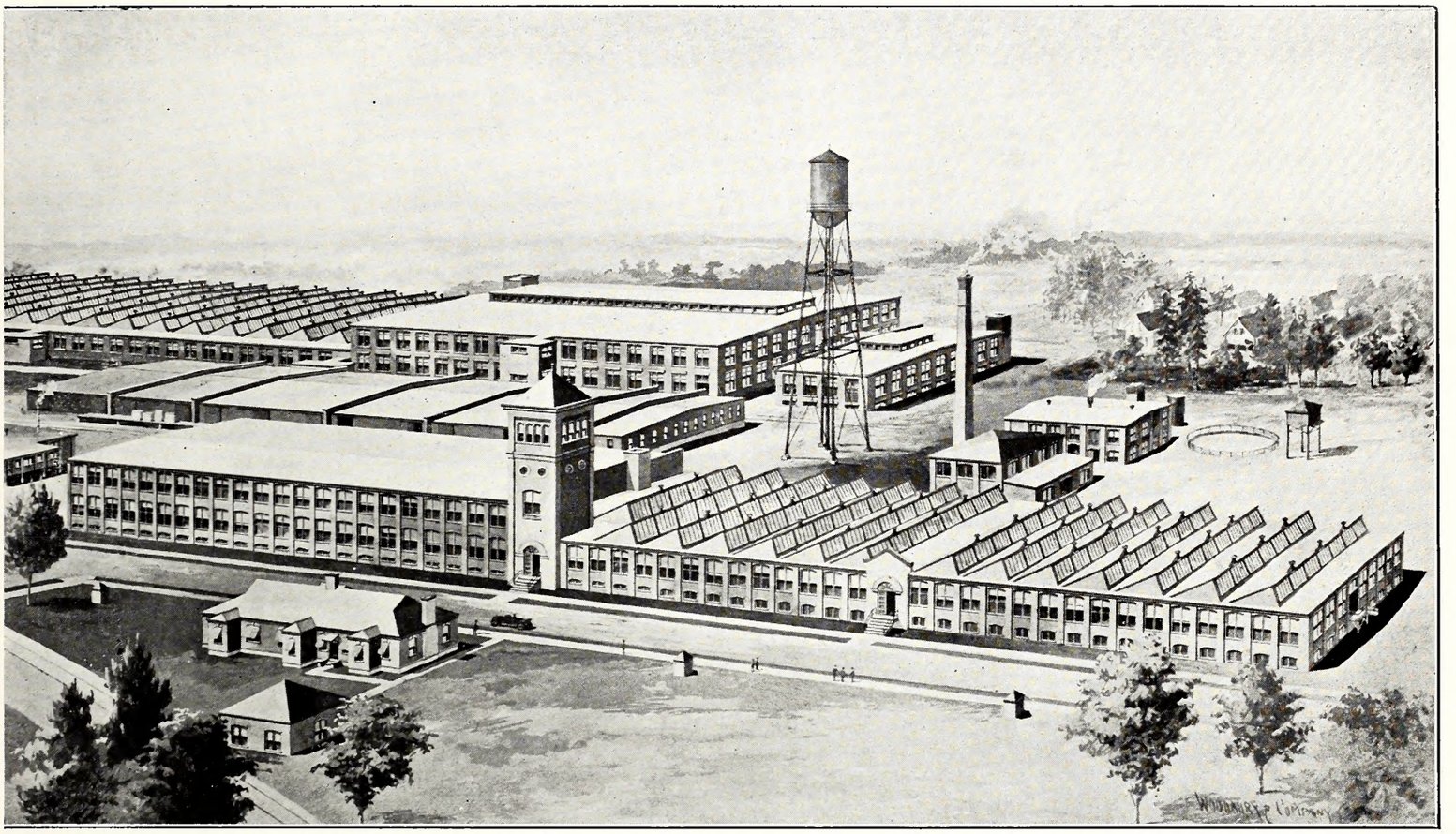
ROSEMARY PRIMARY SCHOOL

The boys of the Junior-Senior High School also won State Inter-Scholastic Track meet at Wake Forest. The girls won Eastern Carolina Track Meet at Wilson, N. C. Boys and girls won honors at Emporia, Va., May 26, 1923. Teams in baseball, basketball, both boys and girls, and football won over their contestants. The records of this school for the past year, as a whole, is unsurpassed by any school in the State.

Professor Coltrane is the efficient head of the school. He is a gentleman selected not alone for his intelligence and knowledge, but for his fine personality and keen insight into human nature. He is tactful, wise and patient, and under his guiding hand the educational system of Roanoke Rapids has made a marvelous development. Mr. Coltrane has associated with him seventy teachers in the schools, who are college graduates, trained and cultured. Mr. Coltrane says that the Roanoke Rapids schools are organized to give the children the kind of schooling they most need, practical education, rather than preparing them for college. However, because of the departmental features of the school (just as in any city school) those who desire to prepare themselves for college or a higher education may do so.

Cotton mill operatives are no dif-

Roanoke and Rosemary Mills



COMPANY, ROANOKE RAPIDS, N. C.

ferent from other people in the world. Circumstances have environed them unfairly as a "class." They are not. They are citizens, they have pride, they have honor, they have aspirations, they have all the finer qualities of the world at large. They have an occupation which is distinctive but that occupation is not degrading. The cotton mills of the South are emancipating these people, they are giving the souls of the children of mill operatives the sunlight of opportunity, and a chance for them to develop into finer citizens. Few people have the imagination and the will needed to see the gifts to mankind still latent in organization and education. Political, social and economic organization wait on education and can only go step by step, with education planned in relation to their development and planned together with their development.

Churches in keeping with other public buildings have been erected in the towns. The employees of the mills are officers and leading spirits in all branches of church work.

Dr. T. M. Long is head physician of the beautiful and modernly equipped hospital which would be a credit to any city. He is also Health Officer of the communities. A more thoroughly equipped hospital could hardly be found anywhere. It is beautifully kept inside as well as being so attractive on the outside. The staff of surgeons are equal to those to be found in large cities. The hospital is run along the same lines, exactly, as in the cities. A splendid superintendent and a large corps of student nurses, as well as a number of graduate nurses who may be called on where cases demand special attention.

The mills provide medical attendance and district nurses for the employees and their families without any charge whatever. Each employee is charged five cents per week as a membership fee in the Roanoke Rapids Hospital Association, and this small charge of five cents per week entitles not only the employees, but any one who is considered a member of the family of the employee, whether employed in the mill or not, to free treatment in the hospital. By free treatment is meant that no charge is made for nurse hire, doctor's bills, board, room rent or surgical operations. Mr. Patterson was largely instrumental in the erection and maintenance of the hospital and is an energetic member of the board of directors.

This hospital arrangement is not only a novel feature of welfare work, but one of the very best parts. The hospital is supported by the small fees of the operatives, a great many personal subscriptions, subscriptions from the mill companies and by revenue derived from outside cases who come to the hospital for treatment and who are in no way connected with the mills.

A trained welfare worker is in charge of the welfare department of the mills. There are numbers of clubs, a domestic science club is one worthy of note. A cannery is also operated for the benefit of the mill families, under the supervision of Mrs. Bertie Brown. A Mothers' Club, a Music Club, and other clubs for the improvement and amusement of the people have been most successfully developed.

Music is a recognized feature of community work in all up-to-date mill communities and at the Roanoke-Rosemary Mills much interest has been manifested in it. There are several bands, one known as the Senior Band, another composed of young men and boys, as the Junior Band. There are a number of musical organizations and clubs under expert direction that are holding the interest and developing the talent of the communities.

Playgrounds are an important factor in the lives of the little children of the towns of Roanoke Rapids and Rosemary. These are equipped with all kinds of play apparatus for the amusement and exercise of the little ones. The management has under consideration at present the development of a four-acre tract of land which has recently been purchased for playgrounds and a recreational center in connection with the school work.

There is no phase of welfare work that does not come in for a considerable share of attention at the Roanoke Rapids and Rosemary Mills.

The home life of the mill people is as near the normal as can be found in this country and parental discipline is sanely administered and is promptly responded to.

The working conditions are all that could be desired. The mill buildings have been treated aesthetically in order to inspire the people to improve their little homes with vines and flowers. A visit to the two hundred and sixty-five modern homes of the Roanoke Mills village, with their beautiful roses and other bright flowers, would be proof positive of the influence of this example. Flower shows and fairs show a remarkable number of beautiful specimens of blossoms and plants from mill homes.

The Rosemary Manufacturing Company was founded in 1902 by S. F. Patterson. The executives are: S. F. Patterson, president; W. L. Long, vice-president; E. W. Lehman, secretary and treasurer; S. F. Patterson, manager; W. L. Manning, assistant manager; T. W. Mullen, superintendent.

The capital stock is $5,500,000 authorized; $3,700,000 common; $1,320,000 preferred. The equipment consists of 47,552 spindles and 1,272 looms, driven by hydro-electric power, the same as the Roanoke mills. An observation of the cuts given on these pages will give a very clear idea of the type of buildings that comprise the mills. The interior of the mills are equally as attractive as the exterior. Cotton damask of a very wonderful quality is manufactured. It is the largest

Roanoke and Rosemary Mills



GIRLS' BASKETBALL TEAM

damask manufacturing plant in the world.

The plant also contains a completely equipped machine shop, a supply house, two steam electric turbine power plants, and two warehouses in which many thousands of bales of cotton may be stored. These great warehouses are absolutely fireproof. The machine shop alone is a marvel of its kind, being the largest in North Carolina, and employing many mechanics—experienced machinists, electricians, pipe fitters, roller coverers, blacksmiths, carpenters and painters.

The Rosemary plant is run entirely from its own power, which is generated in two turbine power-plants, of 4,000 horsepower. The mill itself operates a complete dispensary which occupies a building all to itself. This dispensary has a doctor's office, a private consultation room, a laboratory, and even an operating room, completely equipped. This building is exclusively for the use of emergency cases among the Rosemary employees, and is as finely equipped and kept as any hospital in the State.

Another entire building is used as a canning and dehydrating plant, and government officials have declared upon inspecting that it is the most complete thing of its kind in this country. In this plant is stored a large amount of perishable foods, which are saved for future use by the dehydration process, or by canning. Dehydration is a modernly invented process of drying foodstuffs so that they will keep for some time, and is a great help for American housewives in the conservation of food. Domestic science is taught the women and girls of Rosemary village, a special teacher being hired for this course.

Nine hundred to 1,000 operatives are employed at the Rosemary Manufacturing Company. The village of three hundred and seven homes of three to six rooms are all equally as modern in equipment and conveniences, as well as beautiful in architecture as the homes in the Roanoke Mills village. Since these Rosemary mills are under practically the same management, they share equally in all developments, benefits, etc., with the Roanoke Mills. A study of the pictures will show the kind of homes, schools, churches, library, Parks and playgrounds in connection with this modern, progressive industrial plant. They have kindergartens, clinics, steam cannery, community gardens, reading room, and night schools.



VIEWS OF SWIMMING POOL

Roanoke and Rosemary Mills

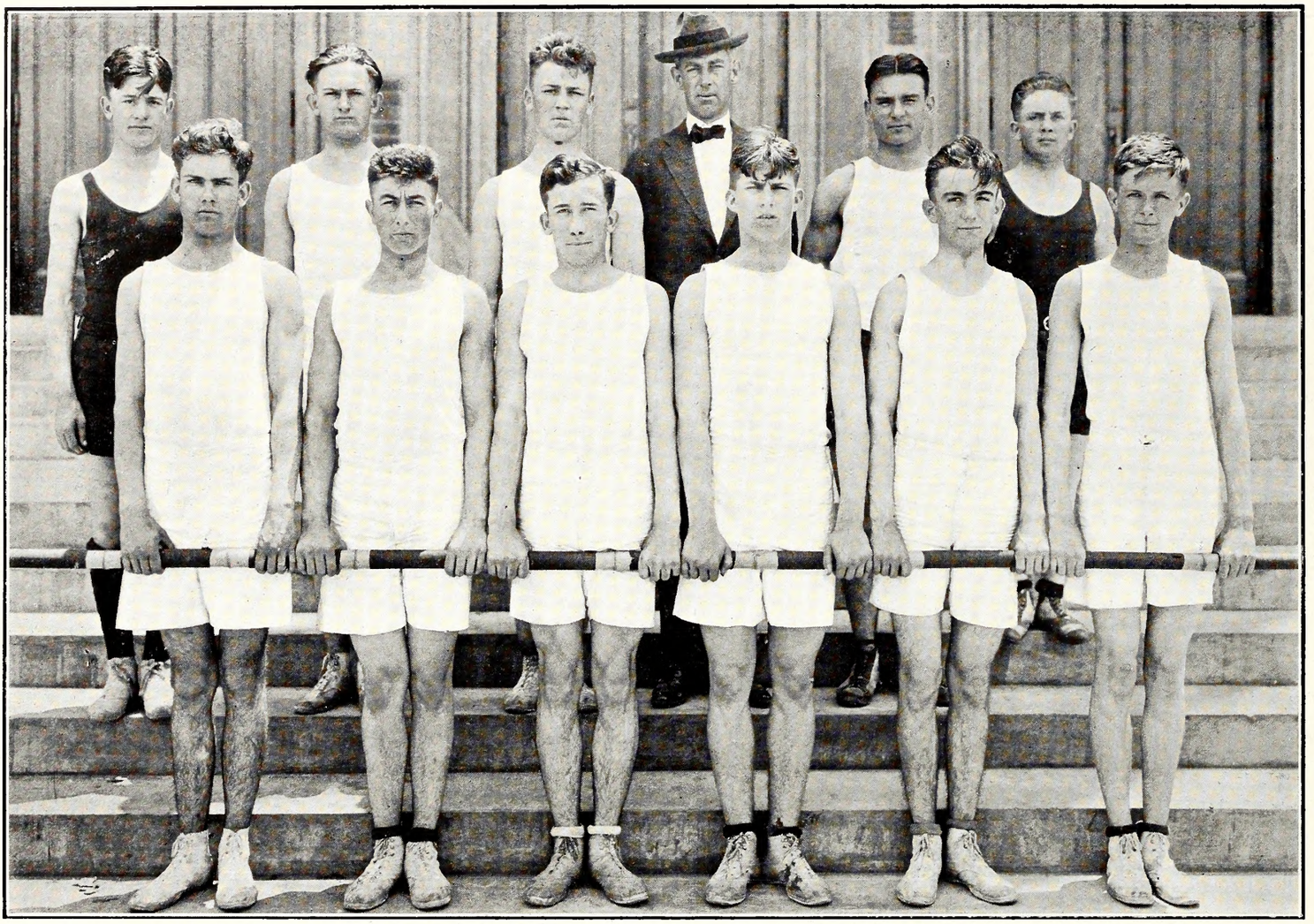


BOY SCOUT TROOP AT ROANOKE RAPIDS



BOARDING HOUSE FOR MILL EMPLOYEES

Roanoke and Rosemary Mills

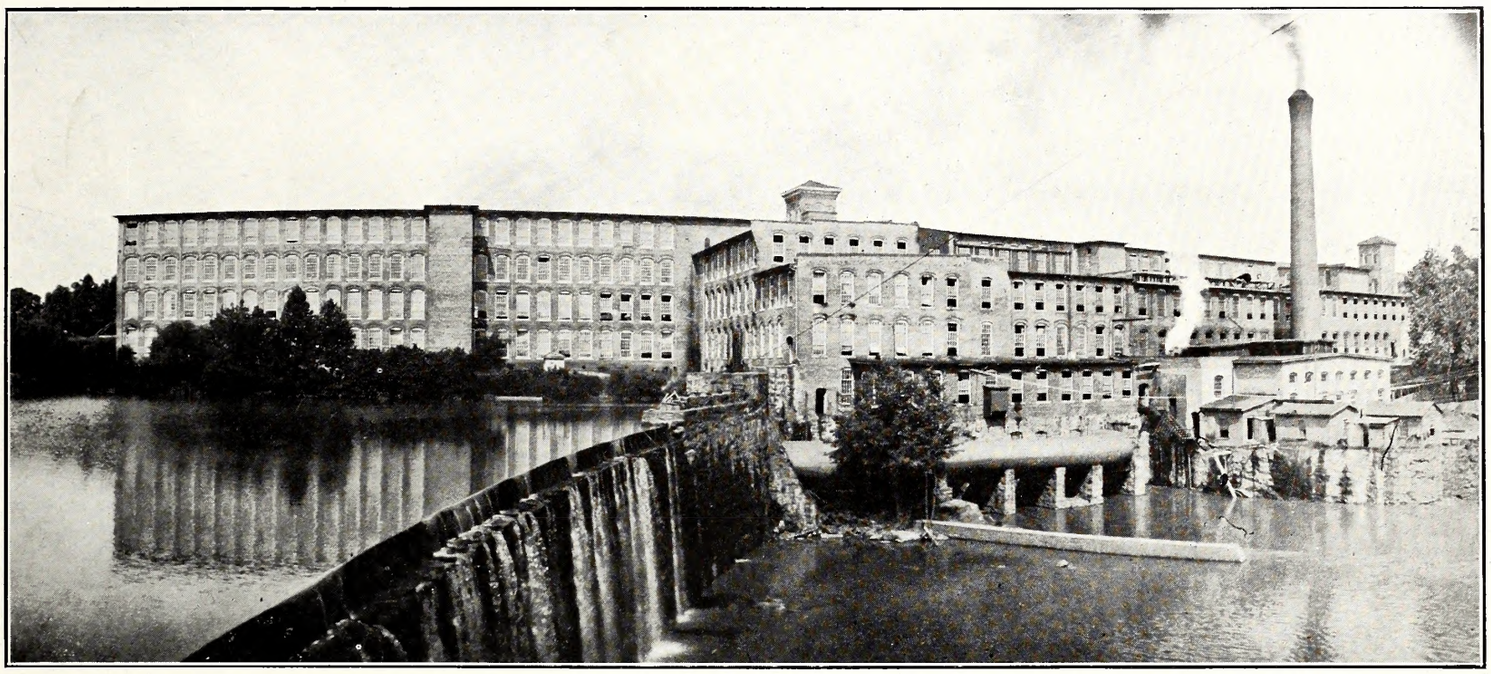


HIGH SCHOOL TRACK TEAM



HIGH SCHOOL BASEBALL TEAM

Cliffside Mills



CLIFFSIDE MILLS, CLIFFSIDE, N. C.

The Cliffside Mills, Cliffside, N. C. are idealy located, well equipped and have from their beginning been exceedingly well managed.

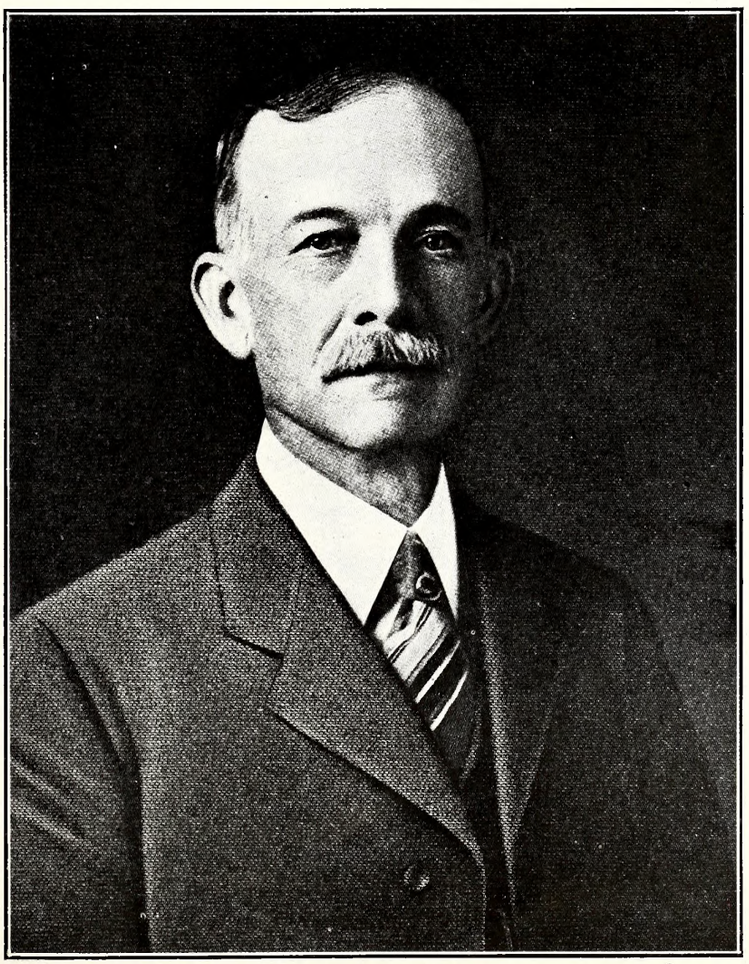
The mill village is an up to the minute, little industrial city. It is located on the Cliffside Railroad, which connects with the Seaboard Air Line at Cliffside Junction. The inhabitants number 3,000 and the village consists of six hundred modern and very artistic cottages which are kept in first class condition and repair.



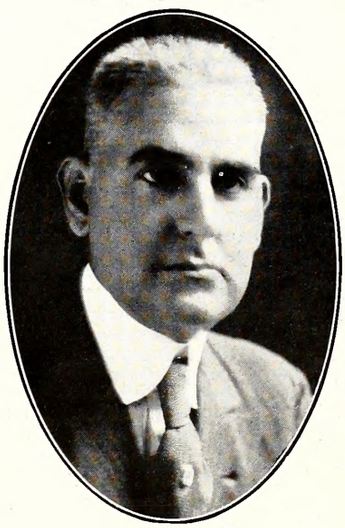
CHAS. H. HAYNES
President Cliffside Mills.

The village and the mill are the conception of the late R. H. Haynes, a big hearted, beauty loving man, loved and admired by all who knew him. Mr. Haynes in 1900 drew up the plans for the village, choosing for the site what was at the time a deep forest. In summer flowers adorn the pretty streets of Cliffside and in winter, the evergreens save the landscape from bleakness. The villagers are very much interested in gardening and each cottage has its own flower and vegetable garden. The mill offers over eight hundred dollars in prizes every year for the neatest yards and best kept premises, thus encouraging the interest of the people along these lines. The mill yards, cemetery and various other places have been greatly improved by the planting of several carloads of evergreens and shrubbery under the direction of an expert gardener employed by the mill company.

The homes of the employees are not only attractive and neat in appearance but are comfortable also and are kept in splendid repair. Many of the workers came from the mountains or from small farms and their cottages are far superior to the homes which many of them left.



R. R. HAYNES
Founder of Cliffside Mills.



Z. O. JENKINS
Treas. Cliffside Mills.

Mr. R. R. Haynes was a captain of industry without a superior in his day and generation, yet the aesthetic side of his nature was dominant and it was his highest ambition to make an ideal mill village, where noble men and women might delight in working under ideal conditions. He was a genius, and in his son, Charles H. Haynes, his talent has been transmitted and intensified. Young

Cliffside Mills



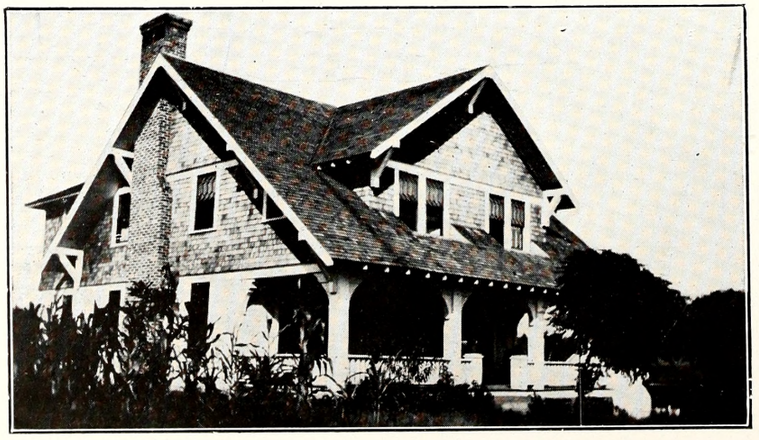
COTTAGE AT CLIFFSIDE MILLS

Mr. Haynes is a mill executive to "the manner born," and in the great task of carrying on the splenddi ideals of his father he has the able assistance of his brother-in-law, Z. O. Jenkins, who possesses rare ability.

The people of Cliffside have many of the advantages and conveniences of those who live in cities. An unusually good school, with a corps of twenty teachers and an enrollment of 700 pupils is maintained by the county school fund, supplemented by the mill. A magnificent public school building, a picture of which is shown elsewhere, was built by the mill two years ago at a cost of $250,000. It has a large auditorium and abundant play grounds. A comfortable, pretty home erected especially for the teachers contains every convenience. There is, also, a home for the girls of the village which, with its convenience, arrangement and modern equipment, is quite an addition to the town.

There are three churches, Baptist, Methodist and Presbyterian, and they are much superior in appearance to the churches one finds in many larger towns. The architecture of these churches is remarkably good and they represent the general progressiveness of the people.

A new Baptist church is being erected at a cost of $80,000. It will seat 1,000 people, and will be well filled as the Baptist denomination is very strong in this section as it is throughout Western North Carolina.

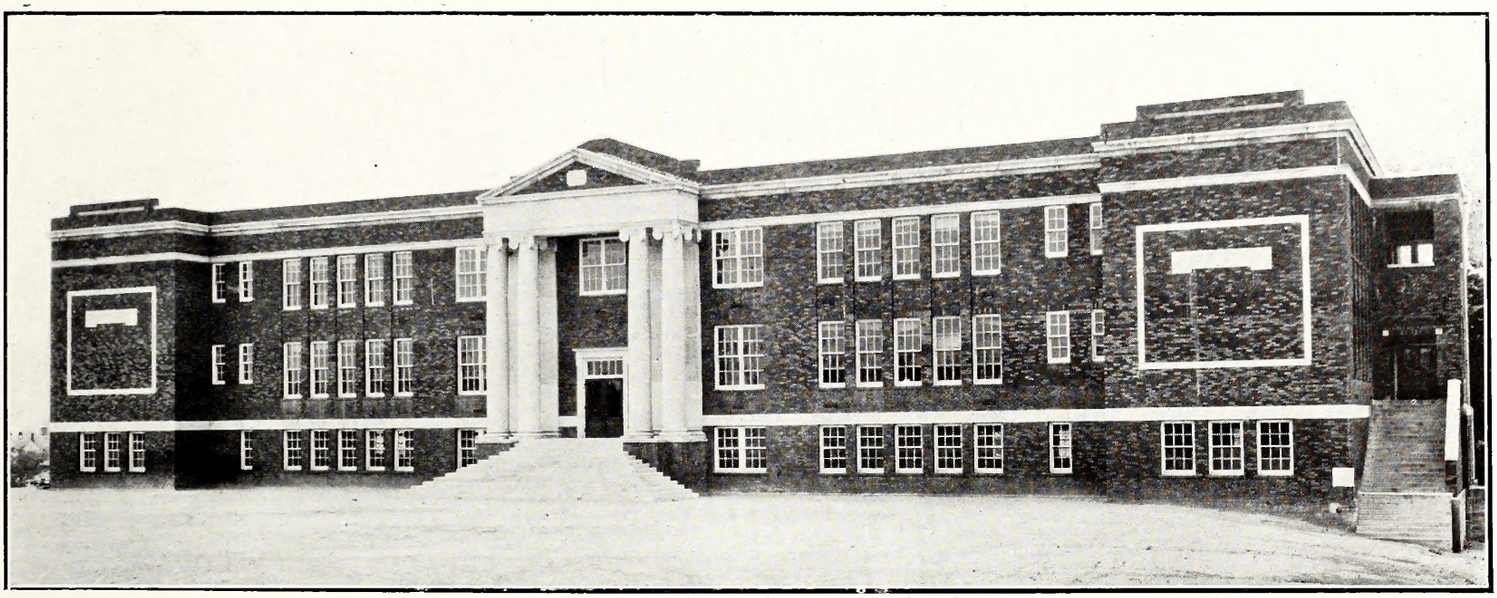


TEACHERS' HOME AT CLIFFSIDE MILLS

A splendid Sunday School is maintained in connection with each church, the community as a whole has a great deal of reverence for the work of the churches and Sunday Schools and takes much pride and pleasure in them.

A very unique building at Cliffside is the R. R. Haynes Memorial Building, which was erected in 1920 by the mill at a cost of $125,000 in honor of its industrial prince, who founded the Cliffside Mill. It is three stories in height and has every imaginable convenience for the welfare of the employees, including a splendid public library and reading room for the people of the village where they may secure free books and magazines. There are domestic science rooms, gymnasium, shower and tub baths, rooms where emergency cases can be taken for care of minor operations performed. The sanitary and health conditions of the town are far above the average. Special precaution is taken by the town health of-

Cliffside Mills



$250,000 PUBLIC SCHOOL AT CLIFFSIDE

ficer and nurses to preserve the health of the school children and to prevent the spread of contagious diseases. Examinations are made as often as deemed necessary.

A Mothers' Club has been organized here and the management had special headquarters constructed for this splendid organization which brings about a beautiful relationship between the home, the school and the church.

A building such as the R. R. Haynes Memorial is a great addition to any village and it affords pleasure and recreation for both old and young.

The older and many of the studiously inclined young people make constant use of the library and reading rooms and wonder what they did with their time before the family of Mr. R. R. Haynes erected the magnificent building in his memory.

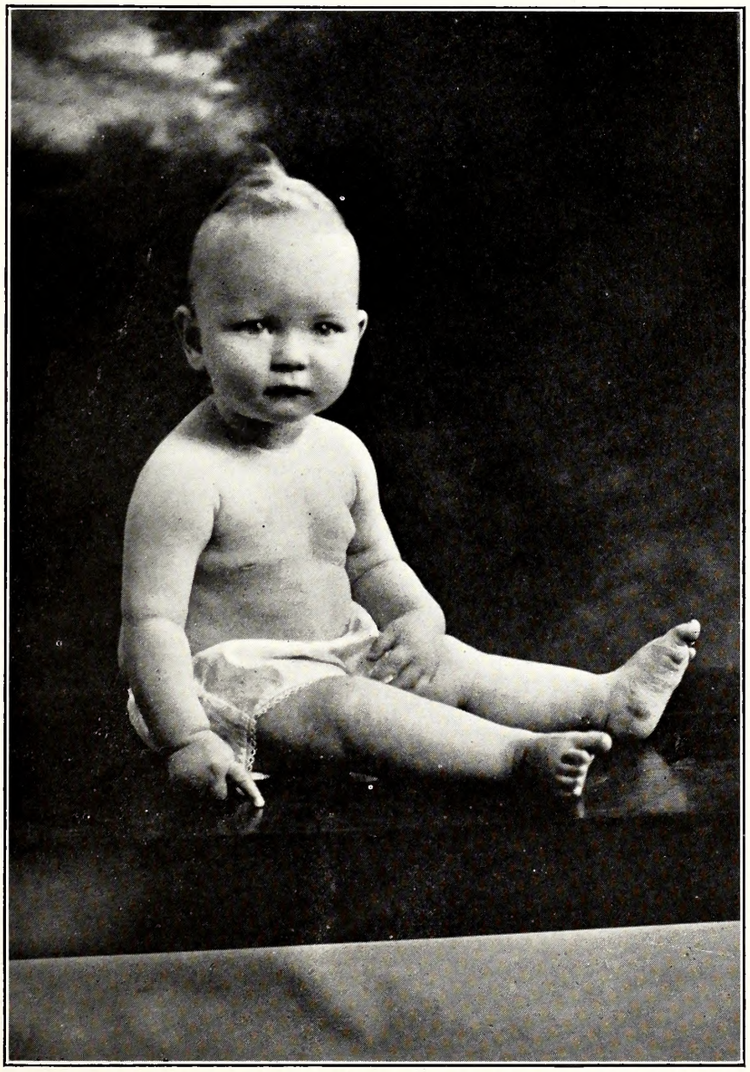
The books and magazines greatly assist in the education of the people and give them a broader view of the outside world. In many cases they inspire the young men to seek a larger measure of education and become more useful citizens.

The gymnasium and shower baths give the boys and young men the opportunity for healthy exercise and physical development that most of them need.

The domestic science rooms gives the girls and young married women the opportunity to learn to become better cooks and better housekeepers and thereby be the better able to play their part in life. Better homes in the Cliffside Mill Village can in many cases be traced to the things learned in the domestic science rooms of the R. R. Haynes Memorial Building.

Through this memorial the family of Mr. Haynes has invested a portion of his estate so that it will for years to come benefit the people that he loved and add to their comfort and pleasure.

Cliffside is very proud of her water supply, and justly so. It comes from four wells driven down to bed rock and one well 500 feet deep, supplies the finest white sulphur water. The health record of the village, which is truly remarkable, may be attributed to this splendid health giving water supply.



TYPICAL CHILD OF MILL OPERATIVES AT CLIFFSIDE MILL.

The great mill itself is equipped with 41,280 spindles, 1,524 Crompton and Knowles two and four box looms, and employs nearly a thousand operatives who turn out around 70,000 yards of gingham each day.

The mill is located on Second Broad River, which furnishes power enough to run the machinery for the most part, and what is not supplied by the river is generated by a steam plant. The building was built in 1902 and is equipped with all kinds of safety and sanitary devices. The best possible ventilation and light is supplied and the mill workers, as would be expected under such fine living and working conditions, are the healthiest and happiest lot of people imagineable.

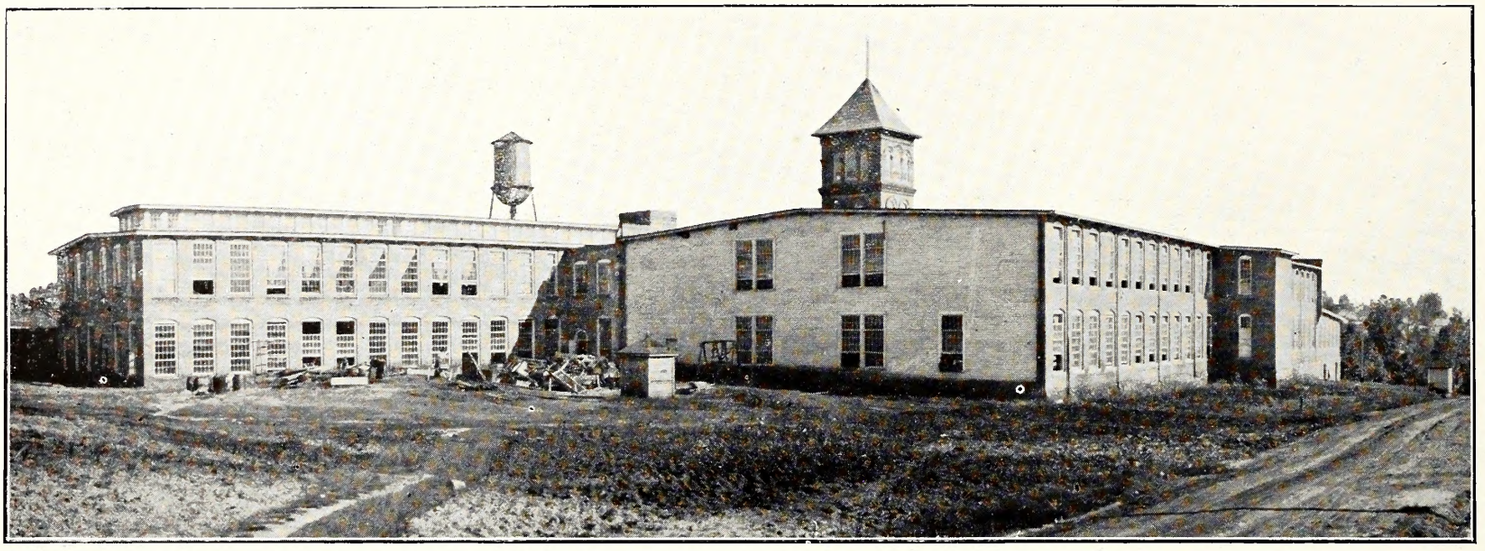
The wages paid the employees are high and the people are thrifty. In every War Savings, Liberty Loan and Red Cross drive, the town of Cliffside exceeded by far its quota. The deposits made by the mill workers, which amount to over $250,000, indicates the prosperity of the people of Cliffside.

Charles H. Haynes is president of the Cliffside Mills; Walter H. Haynes is vice president; Z. O. Jenkins, secretary and treasurer; Maurice Hendrick, superintendent, and P. C. Hawkins assistant superintendent.

The ginghams of the Cliffside Mills are sold through the Cone Export & Commission Company of Greensboro, N. C. are known throughout the country for their beautiful colors and high quality. They have for many years specialized on ginghams and consistently sought to make the highest quality goods.

Cliffside has a sister village in Avondale, where the new Haynes mill is now in operation. The Haynes mill, which is a branch of Cliffside Mills and is under the same

Haynes Mills



HAYNES MILLS, AVONDALE, N. C.

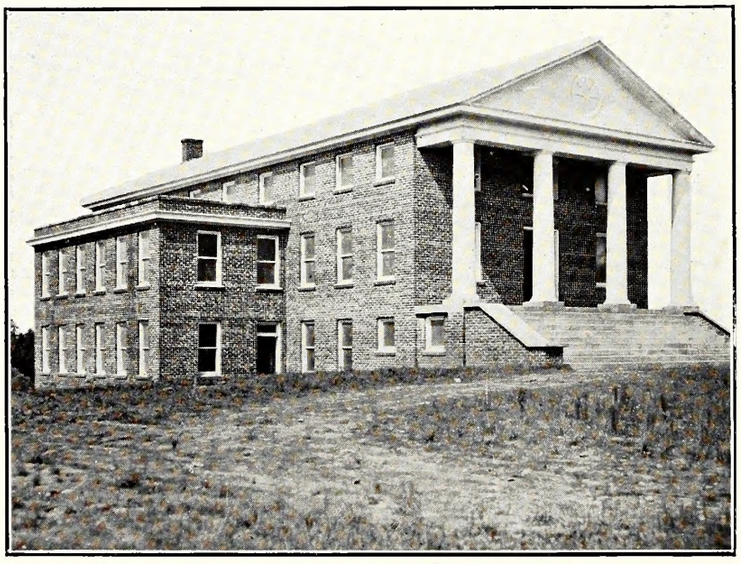
management, has 20,000 spindles and 560 Draper looms. M. Hendrick is the efficient superintendent of this plant.

The mill is run by electricity and the product of the mill is indigo cheviots for work shirts, which is famous for its beauty of color and its high quality. The mill buildings are of standard brick construction. The latest model machinery has been installed and the lighting, heating and ventilation is all that it should be. Three hundred and fifty people find employment in the Haynes Mills and for them the mill has constructed a village of one hundred and twenty-five homes. The new homes are of the bungalow type, equipped with electric lights; water is convenient and sanitary arrangements of the best. Avondale has its school, house, where the best teachers are employed. Religious services are held in the Methodist and Baptist churches. The former congregation has under construction one of the finest church buildings in the county.

An event that attracts a great deal of interest and attention each year at the Cliffside Mills is the annual flower show, which is participated in by both Cliffside and Avondale. Every family in these two villages has some entry for the contest and over 300 prizes are given away. The profusion of flowers exhibited and their beauty and quality is ample evidence that these people not only find plenty of time to grow flowers, but that they do exercise a great deal of care and skill in doing so. The results show that the operatives have a thorough understanding of flower culture and many exhibits at the show would do credit to a professional florist. The rivalry for the prizes is exceedingly keen. The attendance at these flower shows is always large and many people who are outside the mill are attracted by this annual event. Prizes are given not only for the best grown flowers, but for the best kept premises and the back yards are kept free of trash and refuse.

To keep up interest in the appearance of the homes in the village and reward those who have the best premises and houses, the management at Cliffside also gives very substantial prizes to those making the best showing along this line. The people take a great pride in the appearance of their homes and there is always much interest in the winning of these prizes. The results are apparent to any one who visits Cliffside and Avondale and the villages as a whole present an unusually attractive apearance.

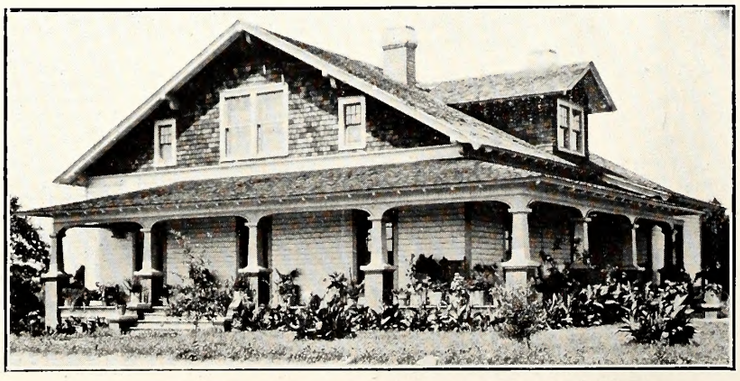
A visit to these great mills is a perfect revealation to one not wise in the art of making of cotton goods, and one is truly amazed at the splendid conditions under which the operatives labor, and the fine intelligent class of people who are so interested in their work. This is especially true, if one has been prejudiced against cotton mills by the literature that has been so freely circulated by those cunning politicians who tell us of the unhealthy conditions that exist in and around cotton factories, and of how pale and puny, are the poor down trodden operatives.



BAPTIST CHURCH, AVONDALE, N. C.



STREET AT HAYNES MILLS, AVONDALE, N. C.



RESIDENCE AT HAYNES MILLS, AVONDALE, N. C.

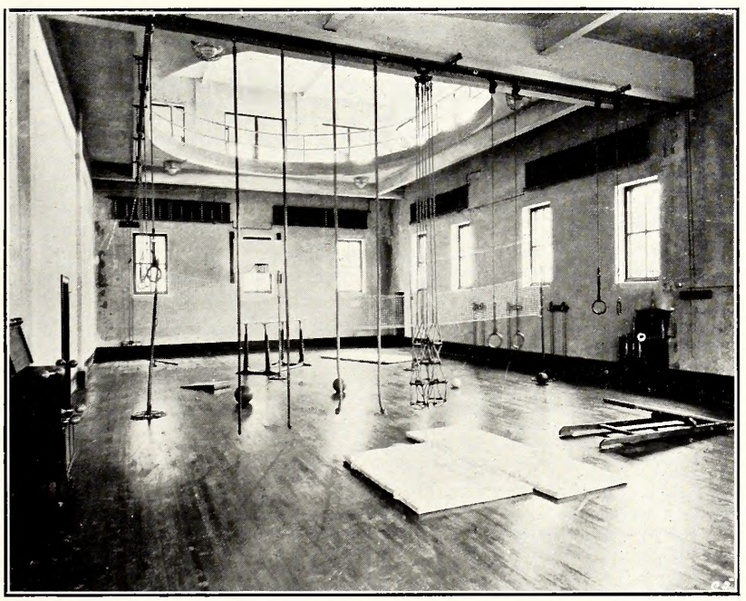
Cliffside Mills



R. R. HAYNES MEMORIAL BUILDING



AUDITORIUM, CLIFFSIDE PUBLIC SCHOOL



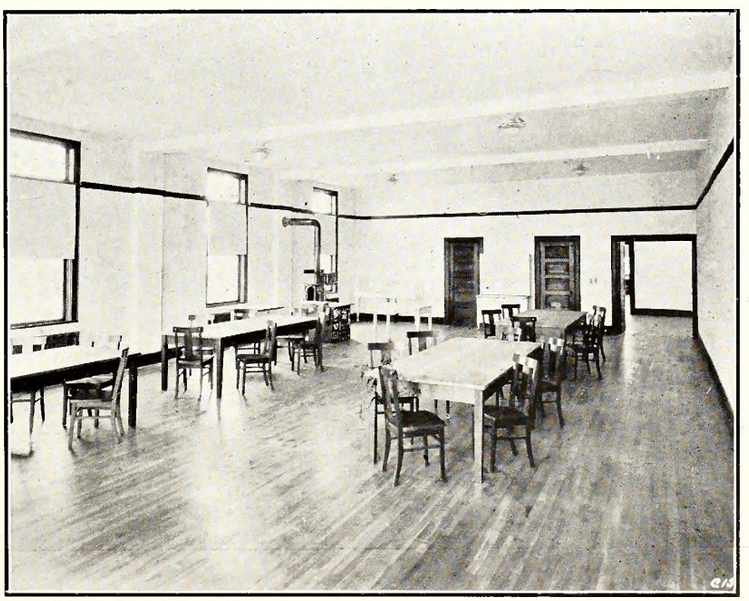
GYMNASIUM, HAYNES MEMORIAL BUILDING



MAIN LOBBY, HAYNES MEMORIAL BUILDING

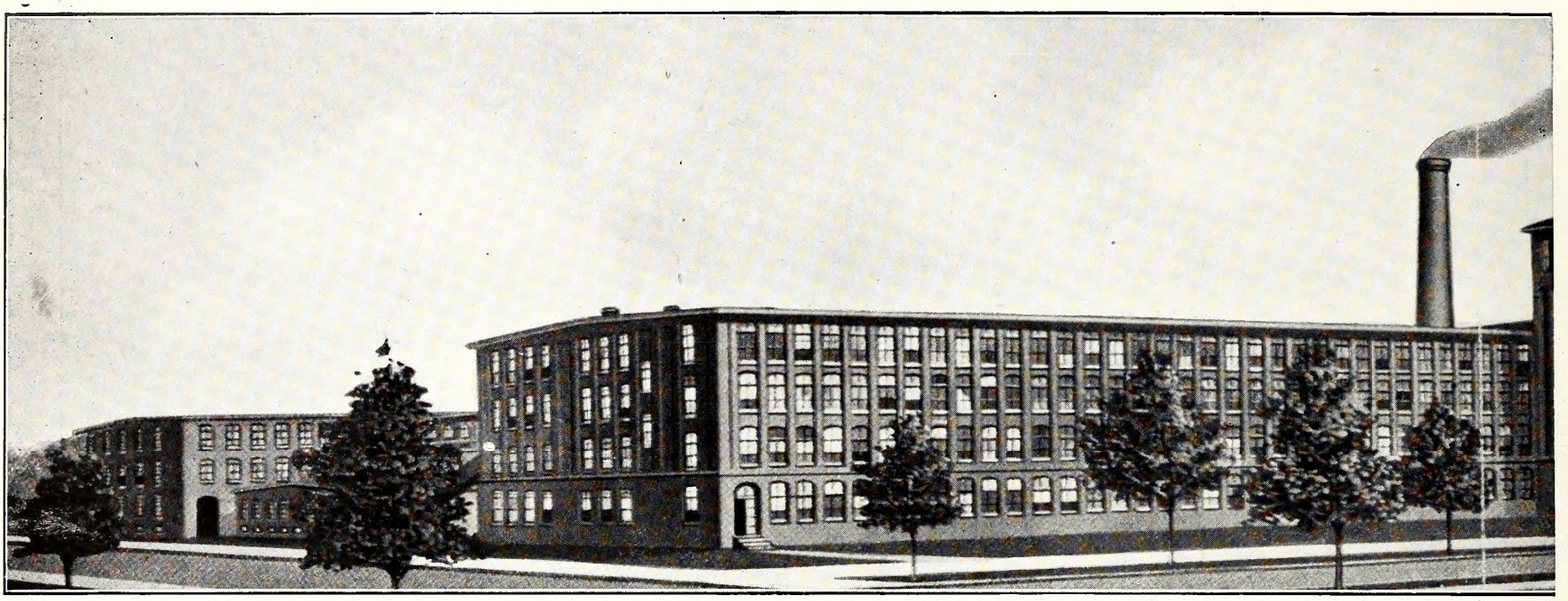


LAKEVIEW DAIRY AT CLIFFSIDE MILLS



HOME ECONOMICS ROOM, HAYNES MEMORIAL BUILDING

West Point Group of Mills



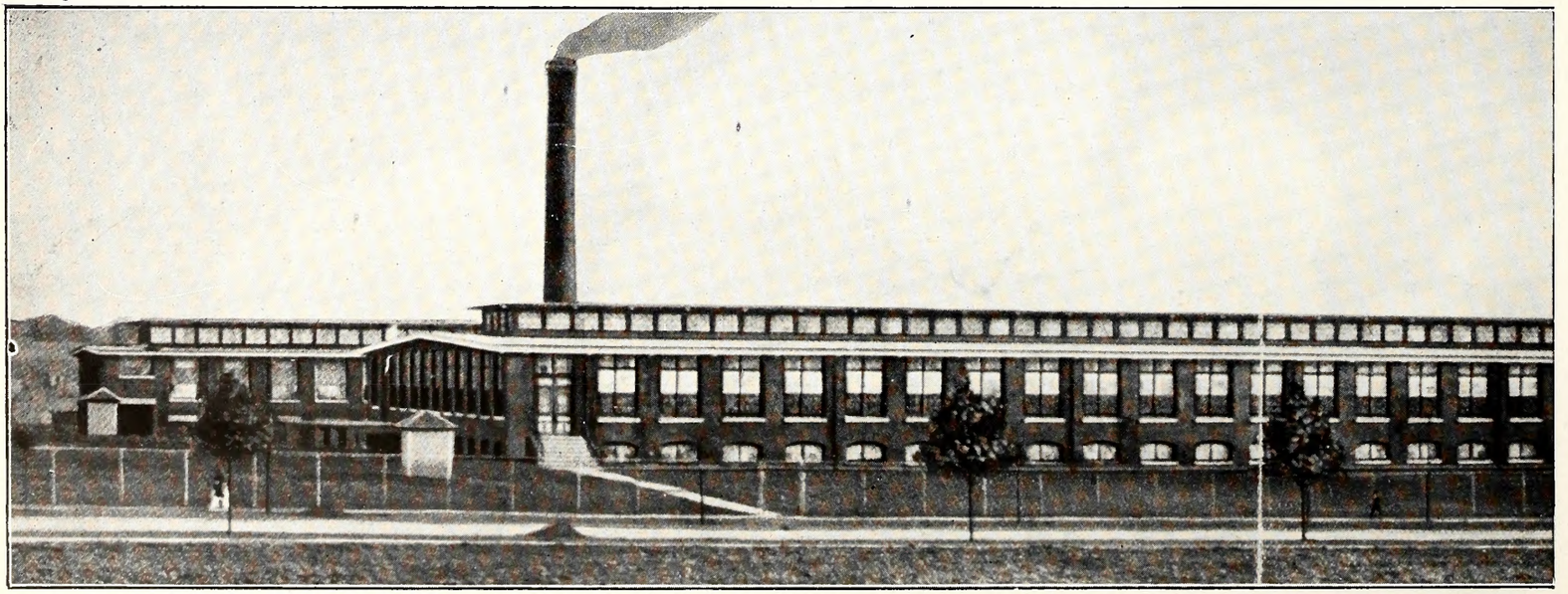
LANETT COTTON

Among the larger and more important group of cotton mills in the South none are better known or have been more successful than the West Point group of mills. These mills stand as a splendid example of the remarkable progress that the south has in recent years made in cotton manufacturing and are typical of the development that in time will make the Southern states the textile center of the world. In point of equipment and manufacturing efficiency they emphasize the fact that one reason why the mills in other sections are finding it increasingly difficult to meet Southern competition is that Southern manufacturers are operating the best equipped mills in the world.

The West Point group also furnishes a very interesting study in the difference between living conditions among textile workers in the South and in New England. In the latter section, the mill owner erects his plan and counts his work ended. In the South, the mill buildings are only the first step. They are followed by the building of a complete town, with every thing that makes for a complete community. These mill towns, of which the ones maintained by the West Point group of mills are typical of the best that the Southern mills have done in this respect, afford living conditions for the mill employees that will compare favorably with any other industry in the country.

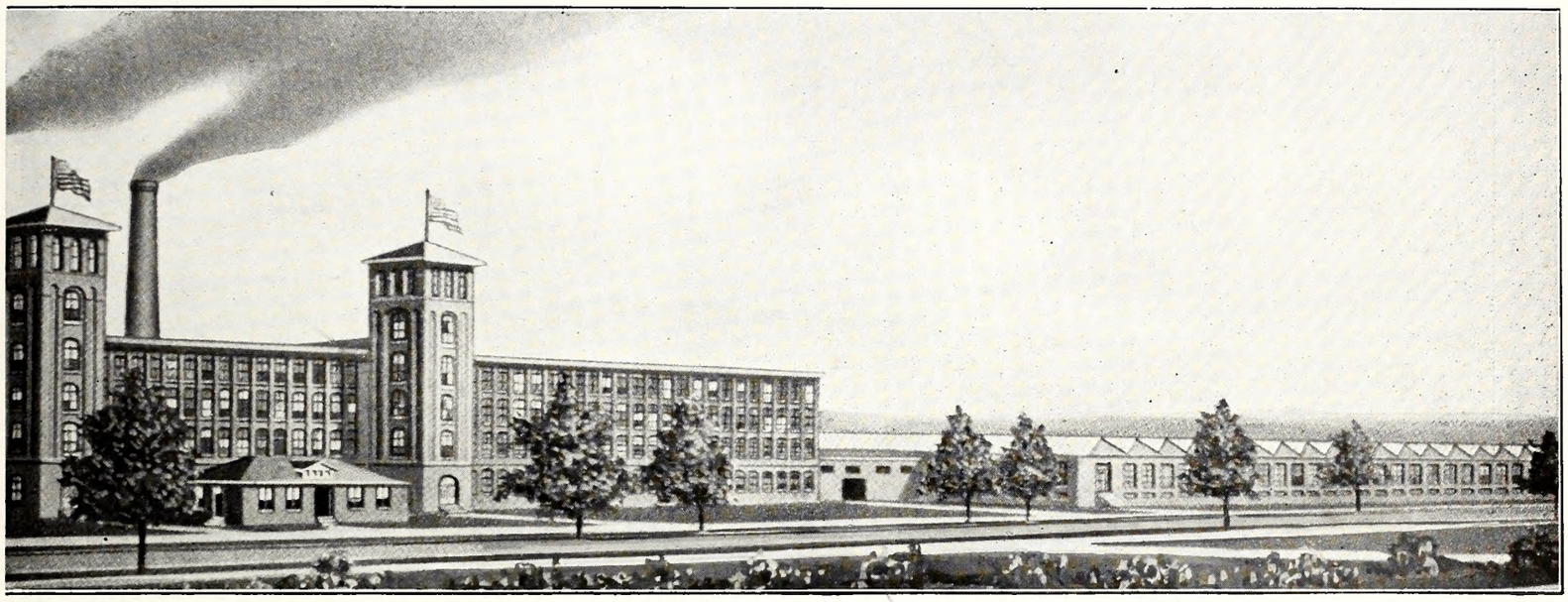
In order to give a more definite idea of the enormity of the magnificent work that is being done by the management of West Point Mills it is well to give a bit of the history of this great corporation.. This group of mills is located on the Chattahoochee Valley railroad in Chambers county, Alabama, on or very near the Chattahoochee river, which forms the dividing line at this point between the States of Georgia and Alabama. The general offices of the company are at West Point, Ga., and the distance to the farthest mills from West Point is only nine miles, the other mills are interspersed between the Riverdale Mill which is the farthest away; and in no instances are the plants more than two miles apart. The mills comprised in this group are The West Point Manufacturing Company, Lanett Cotton Mills, and Lanett Bleachery & Dye Works.

The West Point Group of Mills also own and operate the Chattahoochee Valey Railway Company. This railway extends from Standing Rock, Ala., on the north, where it connects with the A. B. & A. Railway, to a connection with the Central of Georgia Railway at Bleecker, Ala., on the south, a distance of forty-five miles. It also connects with the A. & W. P. Railway and the Western Railway of Alabama at West Point, Ga. Such excellent railway facilities give the West Point Manufacturing Company easy access to all of their mills and furnish the operatives in each mill community with convenient means of transportation. In addition to its passenger trains the management operates two Edison storage battery electric cars on hourly schedules. This railroad runs through a very fine section of Alabama, indeed the inhabitants claim that it is the banner cotton producing territory of the state. The cotton is brought by the producers to the various stations along the railway, from which points it is shipped to the different mills. From these mills the finished product goes out over the Chattahoochee Railway to all



FAIRFAX MILLS,

West Point Group of Mills



MILLS, LANETT, ALA.

the great markets of the world.

The West Point Manufacturing Company owns and operates the Langdale Mills, Shawmut Mill, Fairfax Mill, Riverdale Mill, and West Point Utilization Company. The capital stock of this company is $5,000,000. Its products consist chiefly of wide duck, sail duck, hose and belting duck. It operates over 2,000 looms and about 100,000 spindles and consumes 60,000 bales of cotton annually.

Lanett Cotton Mills are capitalized at $2,000,000. This mill manufactures wide and narrow drills, twills, light ducks and sheetings. Its equipment consists of 2,408 looms and 85,532 spindles, being one of the largest cotton mills in the South.

The Riverdale Mill is now owned and operated by the West Point Manufacturing Company.

The Lanett Bleachery & Dye Works is a converting plant, dyeing and bleaching a substantial amount of the product from all of the above named mills; besides this, they handle a large business from customers in other parts of the country.

From the above facts one will see that the combined spindleage of this vast industrial organization is 176,752; the number of looms operated is 4,001; 100,000 bales of cotton are consumed annually, 4,000 persons are employed and the combined pay rolls of these plants amount to $75,000 weekly. It requires 12,000 horse power to drive the machinery contained in these plants. Hydro-electric, direct water power and steam power all combine their forces to this end. The largest unit, built by the West Point Manufacturing Company at a cost of half a million dollars, is the hydro-electric plant, located at Langdale on the Chattahoochee river. About 8,000 horsepower is derived from this plant. Practically all of the power used by the West Point group of mills is generated at plants owned and operated by the companies.

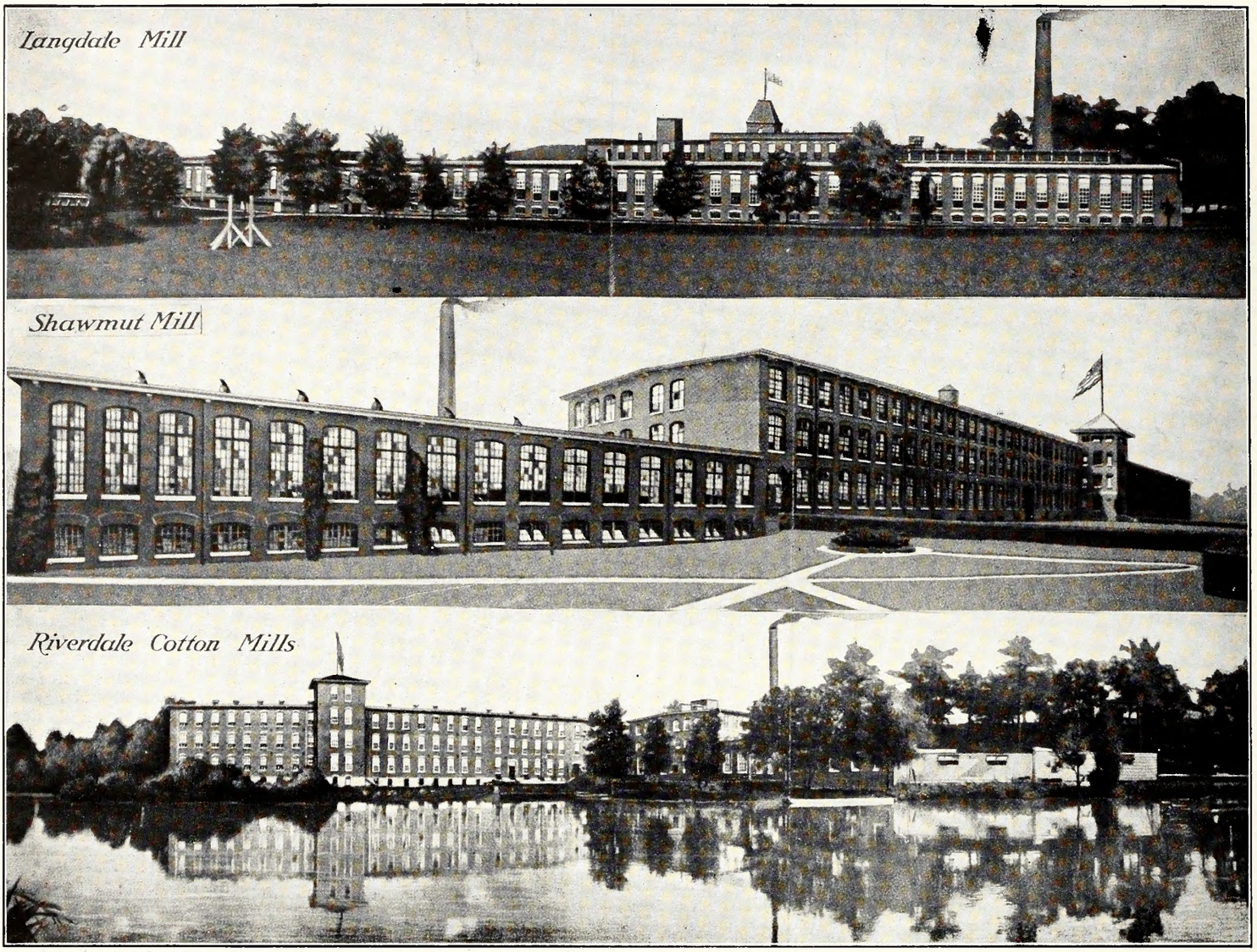
Now, as to the plants themselves, the construction, the manner of in which they are kept, a careful study of the pictures portrayed here will do more toward giving one an accurate idea than all the writing possible. These cuts were made from actual photographs in every instance and there is no getting around the wonderful beauty of these plants. The inside is just as beautifully kept. To one interested in machinery and textile work the interior of these factories is really marvelous. A consistent policy of replacement has been pursued at all times, consequently the physical condition of the various plants is of the highest order, resulting in efficiency and maximum production. The buildings are all well ventilated, heated and lighted. Sanitary conditions are considered of paramount importance and nothing has been left undone along this line.

No mill company in the country has done more to beautify their mills and surroundings, and no company has achieved finer results, trees, flowers and shrubs have been planted in the villages, the mills are surrounded by them. Lawns are to be found everywhere that a patch of green will enhance the picture. Thousands of dollars have been spent to make the villages places of permanent beauty, and they are certainly model little



FAIRFAX, ALA.

West Point Group of Mills



THREE OF THE WEST POINT GROUP OF MILLS

cities. This work has been very carefully planned and carried out, not the slightest detail has been overlooked.

The happiness and health of the operatives in the West Point Group of Mills is a matter of grave importance to the management. The men at the head of this organization realize the vast responsibility that is resting upon them; they do not feel that their responsibility ceases when the operative walks out of the factory doors. They take a personal interest in every one of their employees, and their families, even down to the tinest little tot in the villages. They are not satisfied with building beautiful streets and pavements and comfortable homes, with all modern conveniences, bungalow style, most attractive in design with broad porches and nice large rooms which add so much to the comfort of summer evenings in the Southern climate. They realize that recreation and social intercourse are needed to make the operatives contented and happy and every effort has been made to meet this need. Thousands of dollars have been invested in auditoriums, swimming pools, baseball parks, moving picture theaters and fraternal halls with modern equipment. Red Cross organizations, brass bands, Camp Fire Girls and Boy Scout Troops, all lend their share of interest to the social life of the communities, and all these things add an air of refinement and culture to the people.

Mr. George Lanier, who is the active head of this great corporation is one of the best known men in the textile world. He knows all about cotton mills and how to run them successfully, but to tell the truth, his hobby is the welfare of his operatives. He is most enthusiastic in the matter of education. He believes one cannot begin the training of a child too early in life Even in the splendidly equipped day nurseries which are attached to each factory, the little babies are trained more or less by the daily routine of the place. Then there are the beautiful kindergartens which have been established in each village where the little tots begin to use their hands and minds in the making of useful articles as well as learning to care for their teeth and keep themselves neat and clean. Particular emphasis has been laid upon this work, only graduates from the best training schools are accepted for teaching these little ones. The parents have been quick to apreciate the advantage of sending their children to these kindergartens and there are nearly 500 children in the combined attendanee.

Magnificent school buildings that would do justice to a city have been built by the management in all the villages. These schools are a part of the State school system and their standard of excellenee has been recognized and commented upon by all educational authorities, especially by the state superintendent of schools, who has given them his most hearty endorsement. The funds provided by the State and county are naturally not suffieient to meet the expenses of a full nine months term for these schools, but these funds have been supplemented by thousands of dollars, thus making it possible for the children of all their operatives to receive the advantages of a nine months school. Nearly $350,000 has been invested in schools and kindergartens alone and 2,000 children are in daily attendance. Domestic science and manual training are included in the regular course of work. The school buildings were all designed by specialists and are equipped in the very best and most modern manner.

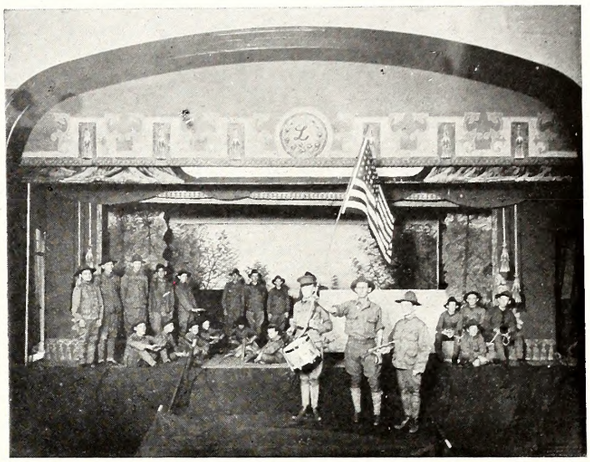
Churches in keeping with other public buildings in the beautiful villages have been erected by the management. The employees of the mills are officers and leading spirits in all branches of church work. Good Sunday schools flourish in the villages and the children are sent regularly and seem greatly interested.

A new feature of welfare work which has recently been taken up by the West Point Group of Mills is the establishment of cafeterias in the different mills.

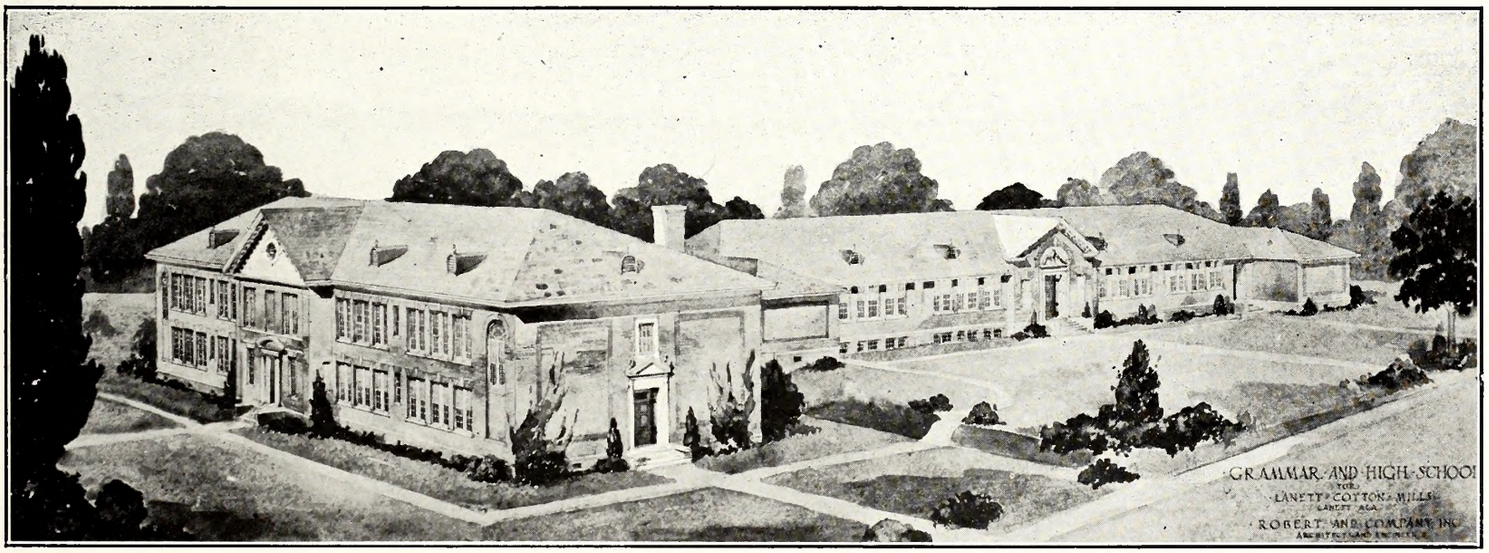
West Point Group of Mills



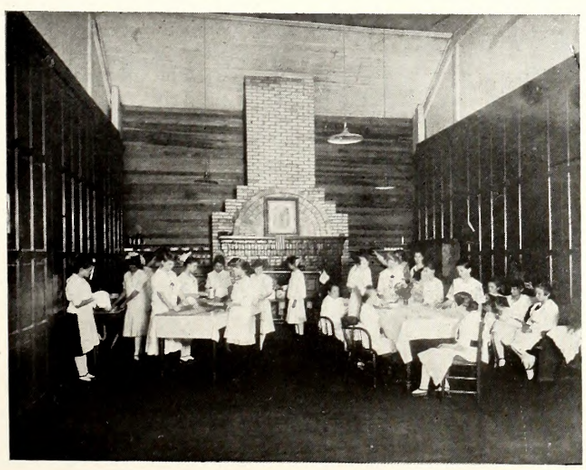
DAY NURSERY SCENE



BOY SCOUTS



GRAMMAR AND HIGH SCHOOL AT LANETT, ALA.

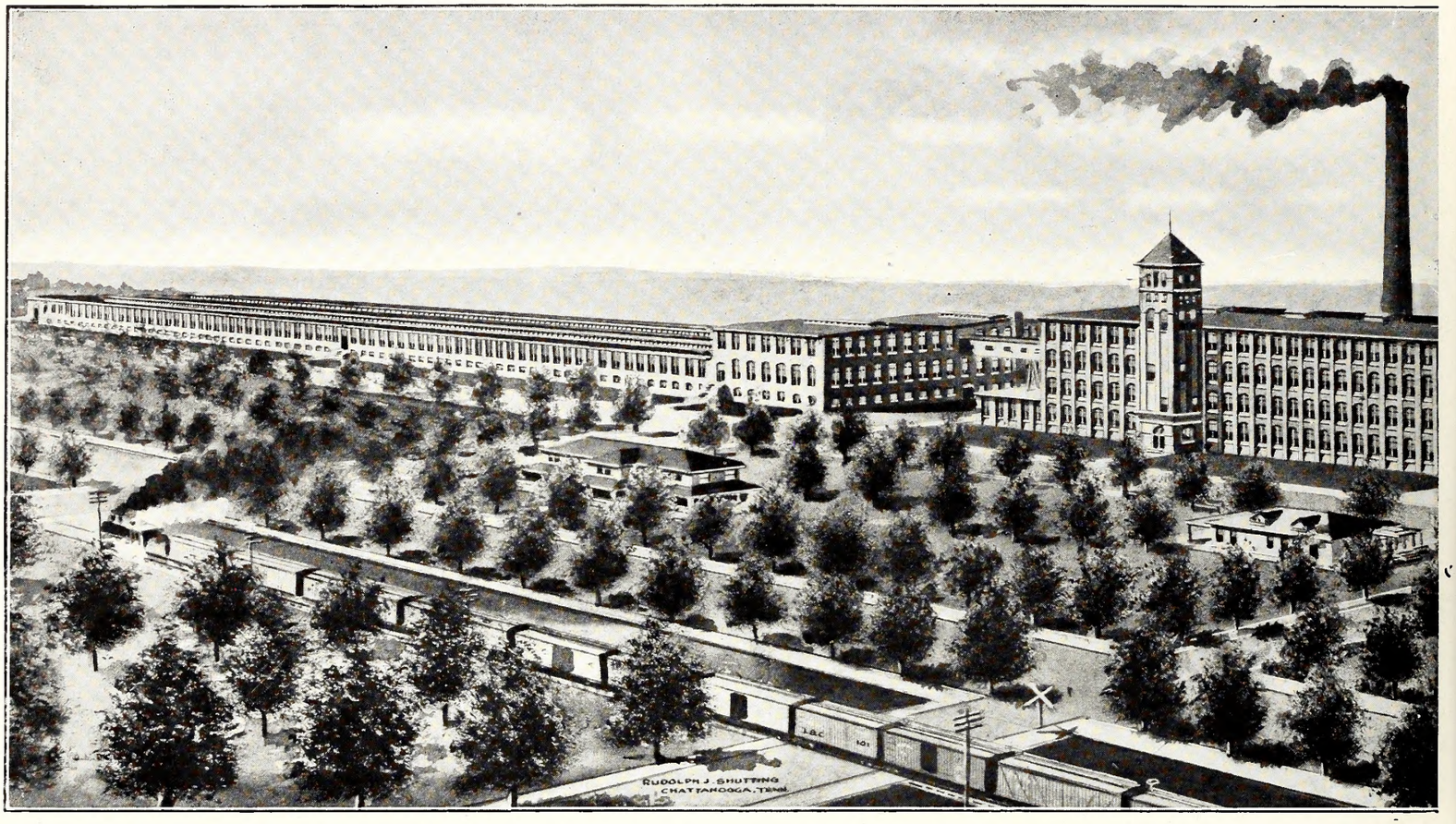


COOKING CLASS



DAY NURSERY SCENE

Springs Group of Mills



LANCASTER COTTON MILLS,

The Leroy Springs group of mills consists of six splendid textile mills and forms one of the largest and most progressive cotton mill organizations in the entire country. The combined capital stock of these mills is very near $4,000,000 and the combined spindleage is 234,053 and there are 5,907 looms included in the equipment.

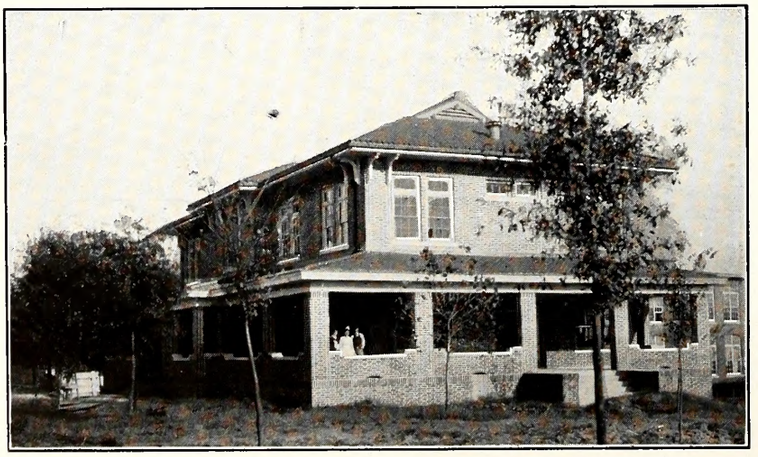
The most prominent and best known of these plants is the Lancaster Cotton Mills, located at Lancaster, S. C. This mill was founded in 1895. At that time the site was merely a cotton field. Today the Lancaster Mills is one of the largest textile plants under one roof, and has one of the largest weave rooms in the world. The plant covers eight and one-half acres of ground with a floor space of fifteen acres. It is hard to conceive of 3,006 Draper looms under one shed and to believe that in this one room 24,000 bales of raw cotton are being converted annualty into cloth. Other products of the mills are yarns.

The officers of these mills are: Col. Leroy Springs, president; Waddy C. Thompson, secretary and treasurer; F. Gordon Cobb, superintendent.

The Kershaw Cotton Mills, at Kershaw, S. C., is another of the Springs group. This mill has an equipment of 12,160 spindles and 482 looms which are engaged in the manufacture of lawns. Mr. Springs is president; J. B. Bozeman, Jr., secretary and treasurer; and E. Lee Skipper, superintendent.

Two of the Springs group of mills are located at Greer, S. C., and are known as the Eureka Cotton Mills and the Springstein Mills. The Eureka plant has a spindleage of 25,725 and 600 looms, which are used to manufacture 39—68x72 prints and coverts. The officers of the Eureka Cotton Mills are: Leroy Springs, president; H. S. Adams, secretary and treasurer, and A. H. Robbins, manager. The Springstein Mills' officers are the same as those of the Eureka Mills with the exception of superintendent. This position is filled by P. L. Wagner. The equipment of the Springstein Mills consists of 14,560 spindles and 570 looms which produce fine ginghams.

The remaining two mills owned by Mr. Springs are located at Fort Mill, S. C., and are known as Fort Mill Manufacturing Company No. 1 and Fort Mill Manufacturing Company No. 2. The combined spindleage of these plants is 42,000 and there are 1,249 looms included in the equipment. Ginghams and sheetings are the products of these two mills. Here, as at the other plants, Mr. Springs is the chief officer; Waddy C. Thomson is also secretary and treasurer of these plants; George Fish, general manager; G. W. McKenzie is superintendent of Mill No. 2.



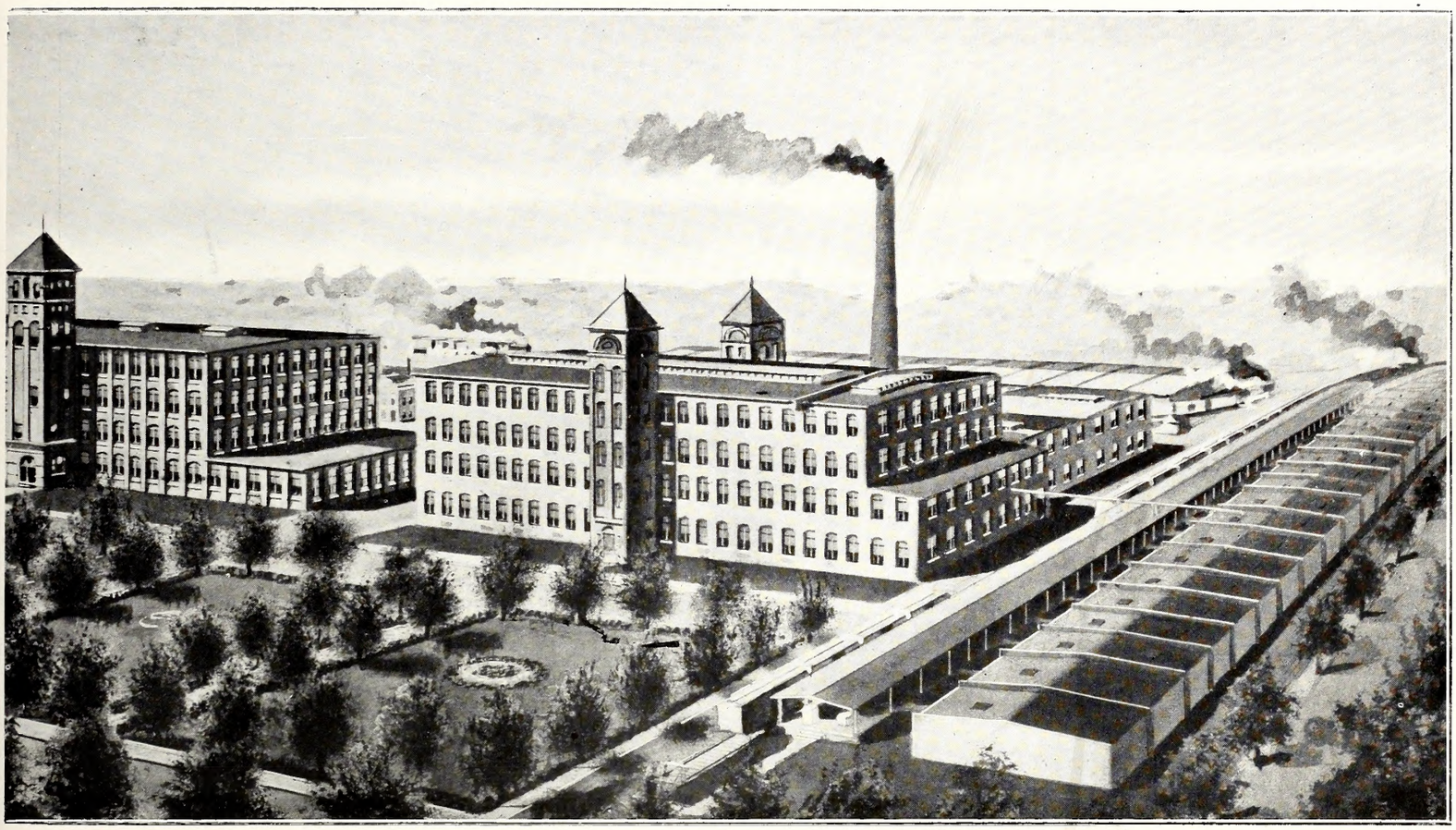
COMMUNITY HOUSE AT LANCASTER, S. C.

Col. Leroy Springs stands out prominently among the cotton manufacturers of the South, as well as the entire country, as being a man of keen intellect, fine business judgment, and a giant in the financial and textile worlds. Mr. Springs is an untiring worker, progressive and abreast of the times in all respects. Colonel Springs is noted for his broad, liberal policies in dealing with his fellowman. He is keenly interested in the welfare of his employees and finds much pleasure in mingling with them. He is on the most friendly terms with all of his help and their families, even the little children of the village know him as their friend. In his big, generous-hearted way he is always on the outlook for those things that will work for an improvement and betterment of working and living conditions for his operatives.

Mr. Springs' splendid judgment of human nature has been the means of enabling him to pick out and associate with himself men to fill the positions of executives of his various industries, who are fully in sympathy with his ideas and policies. Not alone thoroughly capable business men, but those who realize that the human element of any industry plays a large part in the success and prosperity of the business.

Every one of the six mills have their own mill village, beautifully planned and carefully laid out by an

Springs Group of Mills



LANCASTER, SOUTH CAROLINA.

expert landscape architect. Streets and pavements are kept in excellent condition, shade trees by the hundreds have been planted, as well as thousands of shrubs and hedge plants throughout the villages with a view to enhancing the beauty of the surroundings and cultivating a taste for the aesthetic. The hundreds of cottages that have been built in the various villages are all of pleasing designs, not of the same monotonous variety that used to be so conspicuous at cotton mills. The houses are well built, and kept in good repair, nicely painted in harmonious colors. Wide porches provide pleasant places for warm evenings, large rooms, convenient and comfortably equipped, with all modern convenineces such as lights, water and sewerage, so far as possible in the particular section where the village is located, are added attractions.

The owners urge the parents to give their children the very best possible opportunities, and where the mills are not located in a town which has a public school system they see to it that a modern school house, completely equipped, is provided for the use of the children of the mills. The expenses are borne by the mills, and by State and county funds. Thoroughly competent teachers are employed by the mills to give the children the very best advantages.

Night schools are also maintained for the use of those who were deprived of the opportunity of an education earlier in life.

The religious side of the mill communities is well cared for, every village has its one or more churches, built by the mills and largely maintained by their subscriptions. Sunday schools give evidence of the earnest religious spirit of the mill operatives.

Regular welfare workers are employed in the Springs group of mills, and a specified sum is set aside for this particular branch of work, as welfare work has long since been included in the expense budget of the mills as legitimate and necessary. The workers employed are persons who have had careful training in the work and are kind and tactful in their ways, able to get in close touch with the mill people who are very proud and independent.

One of the Community Houses, such as are found in the mill villages ot the Springs group, is pictured on these pages and will give an idea of the interest that is manifested by the management in making mill life as attractive and pleasant as possible for their employees. This handsome building was built at the Lancaster Mills at a cost of about $30,000. It is the center of all village and community work. Here in this modernly equipped building are rooms for reading and writing, with copies of current magazines and daily papers; there is a domestic science department completely fitted out for instruction and demonstrations in the art; a splendidly equipped, large gymnasium holds attractions for those interested in athletics and gym. work. Here are played many hotly contested games of basketball, volley ball and other equally interesting indoor games. There are shower baths, as well as hot and cold tub baths, with dressing rooms, for the use of both men and women. A swimming pool is another attractive feature of the building. And there is a large, well equipped auditorium, with comfortable seating arrangements, a stage, and all sorts of paraphernalia which is used for entertainments, public meetings and all kinds of gatherings.

Various sorts of clubs, including sewing, cooking, domestic science, as well as for purely social purposes and canning clubs among the girls and women, have added greatly to the interest of the women in the villages. Trained nurses are in the employ of the mills who look after the health of the communities and attend to wants of those who are ill. Everywhere cleanliness and sanitation is impressed upon the people. They are encouraged in civic pride and are instructed in how to make their homes more comfortable and healthful, also to keep their premises neat and attractive.

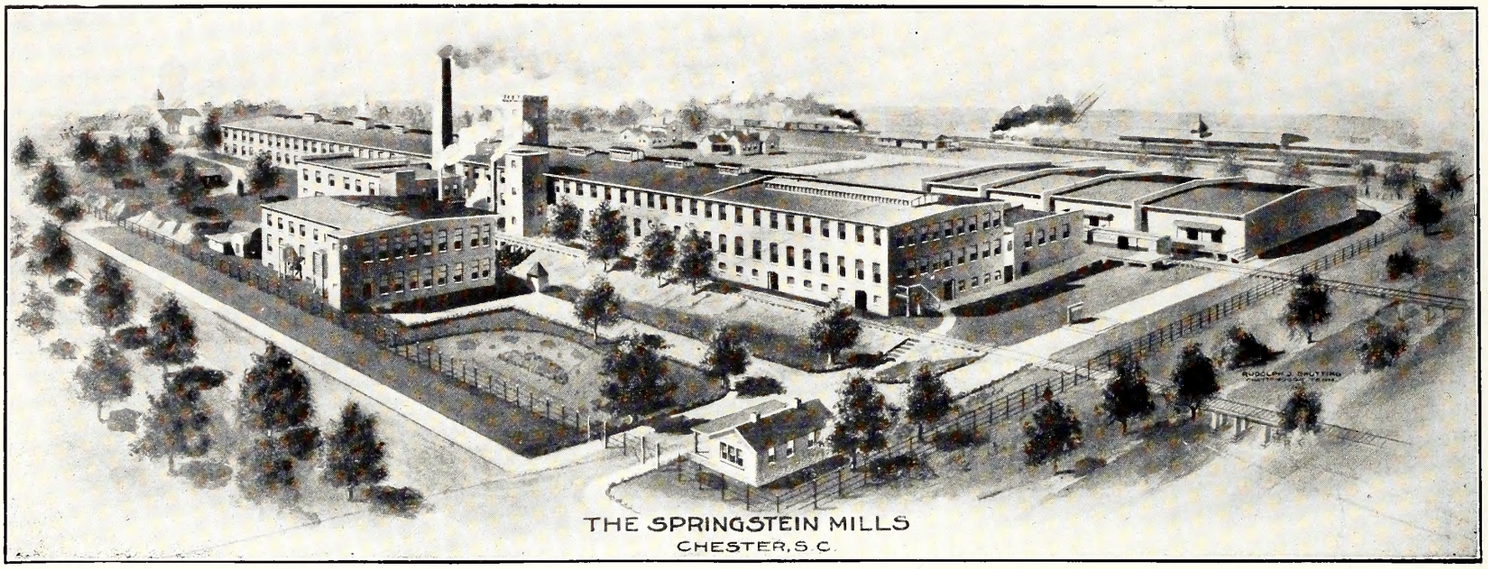
Nothing is left undone at these mills that will help the mill families to reduce high cost of living. They are encouraged in thrift, and numbers of them have handsome savings accounts, others own homes and some have other property and business investments.

Most of the operatives employed are natives of the surrounding country, of pure Anglo-Saxon blood. Their ancestors fought bravely and valiantly for their freedom during the Revolutionary war, and again in the War Between the States their courage and valor was written of in history, to this day there is plenty of heroes among them. Many of their young men went into the service of their country and made fine records for themselves in the great world war, and made their people and their mills proud to do them honor.

Colonel Springs aided and encouraged this spirit of loyalty to the government among his people, and set them a splendid example when early in the World War he gave his blessings to his only son, and bade him Godspeed, instead of doing as some other parents did over the country, placing him in some position of authority in connection with the textile industry and keeping him safe from harm.

The Literary Digest of November 8th. 1919, had an article showing the final figures on American aviators and air casualties and included the names of sixty-six American aviators who won the coveted title of "Ace" during the war. The seventh name on the list is that of Captain Elliott White Springs, son of Col. Leroy Springs, of Lancaster, S. C., and grandson of the late Sapt. Samuel Elliott White. Captain Springs

Springs Group of Mills



is credited with eleven enemy planes downed and his record in the service has been the source of much pride and gratification to his numerous friends throughout the country.

Before the World War Captain Elliott White Springs never dreamed that one day the Prince of Wales would be visiting in America and would pin upon his breast one of the most prized and honored decorations in the possession of Great Britain. But the young Prince on a visit to America bestowed upon Captain Springs the Distinguished Service Flying Cross, thus publicly thanking the young American air man for his gallantry and bravery during the great war.

Captain Springs has been decorated before for the same exploits which won him the British honors. Just before he left the American service to return to private life he was awarded the American Distinguished Service Cross. The British records describe the particular deeds for which he was decorated as follows: "For gallantry and skill on August 22, 1918, this officer attacked a formation of five Fokker planes, one of which he shot down and crashed South of Velu. He immediately attacked another enemy of this formation which he drove East; then he had to pull out of the fight, having shot up all of his ammunition. In the evening of the same day he attacked three Fokker planes over Bapaume which were driving on one of our machines. Two of these he drove East and the third he shot down after a short and skillful fight, thereby getting this machine out of a very difficult situation. On the 3rd of August, 1918, while escort to a formation of De Haviland 9s attacking, he, by skillful fighting, drove off a strong attack of Fokker biplanes, one of which was shot down. His work as a flight commander has been marked by rare combination of cool judgment and most aggressive fighting tactics which has been a splendid example to the whole squadron."

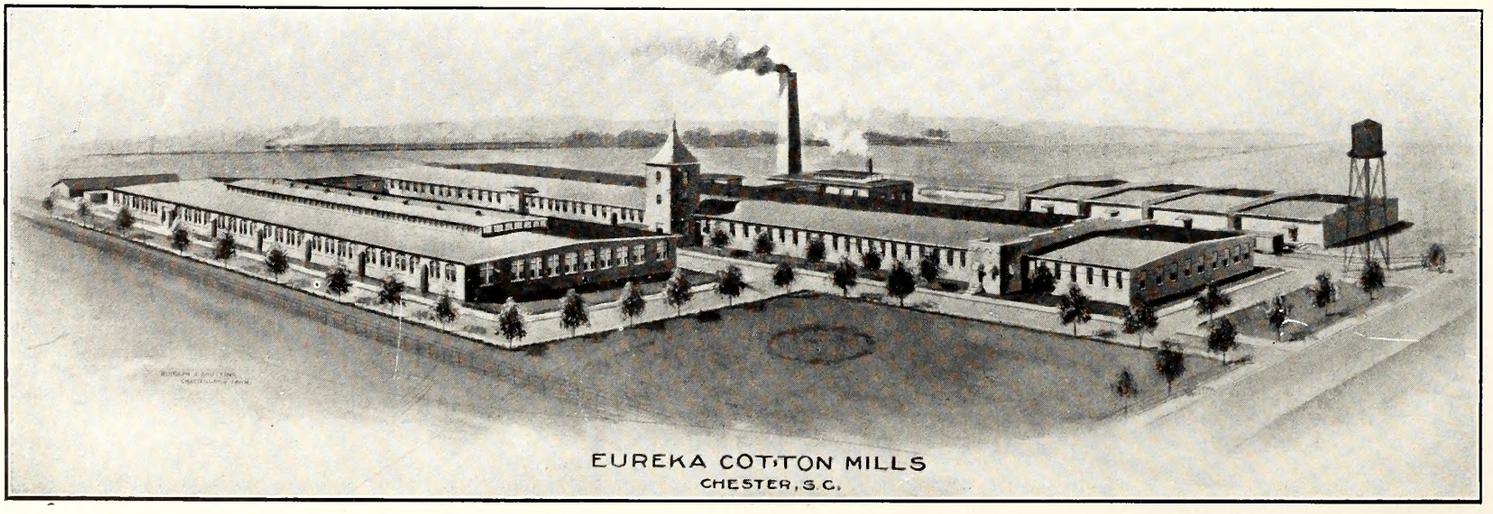
The American citation compliments Captain Springs for "extraordinary heroism in action." From the above it may be seen that Captain Springs was one of the heroes of the war, a spectacular, daring and gallant airman, who shot down eleven German planes from the sky. When the war came he was tested and proved true. When the war was over, and Captain Springs, like the millions of other American fighting men, went back once more in private life, quiet and unaffected.

Captain Springs has inherited all of his father's energy, enthusiasm and push, and being endowed with his splendid courage and fine judgment there is no doubt that one day when the mantle of his father falls upon his shoulders, and he assumes the responsibility of the Springs industrial and financial affairs he will prove himself fully able to take the splendid work that has grown out of his father's efforts.

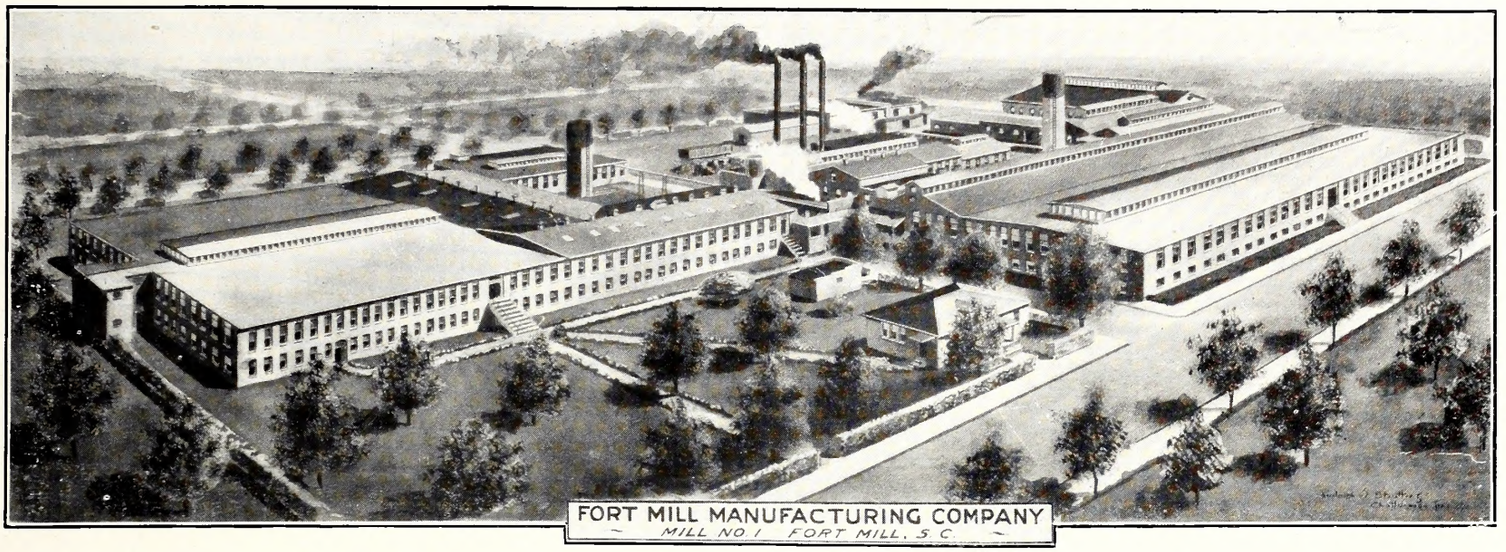
The Springstein Mill, which is located at Chester, S. C., is named in memory of the original family name of Colonel Springs. When the family came from Holland and settled in New York in 1717, the name was abridged from Springstein to Springs. This mill, formerly known as the Chester Mills, was purchased in 1906 by Colonel Springs and under his capable management the equipment was increased and the building was enlarged and improved until today it is in an up-to-date condition, successful and flourishing. The superintendent and overseers of this mill are capable mill men and look closely after the interests of the owners and employees.

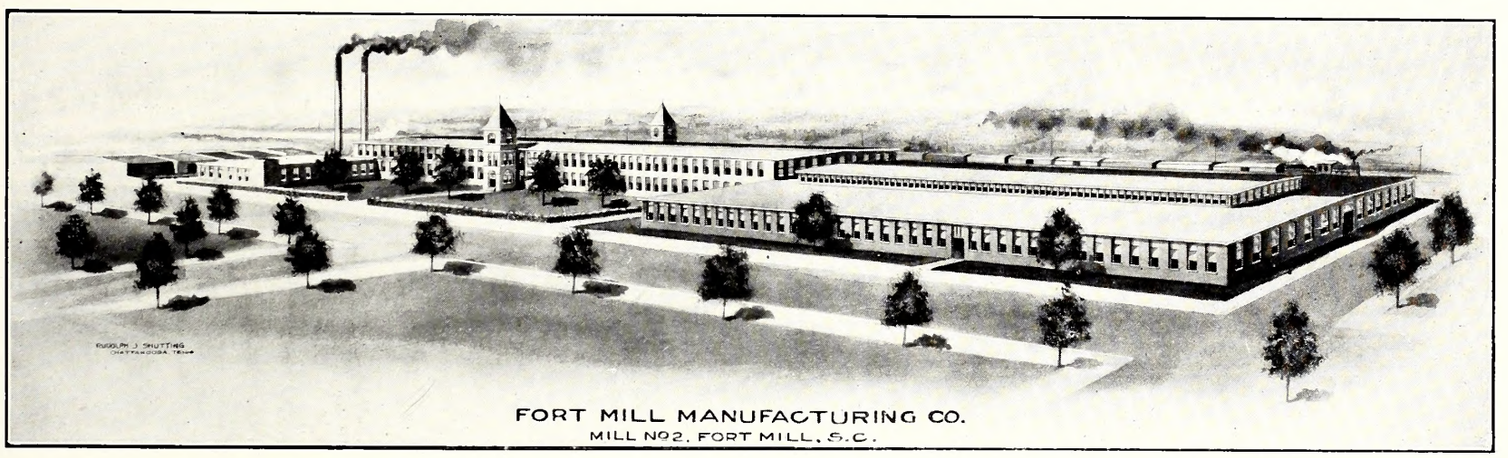
The Eureka Cotton Mill, also located at Chester, was acquired by Colonel Springs, and, like all other of his enterprises, it was quickly readjusted and put on a sound financial basis which has resulted in a most gratifying growth and expansion. The equipment consists at the present, of 25,752 spindles and 600 Draper looms, with a capital stock of $150,000. The output of this mill plant is 39-68 x 72 prints and coverts, and like the product of the other mills of Colonel Springs, they are very popular with the trade.

The Fort Mill Manufacturing Company, which is located at Fort Mill, S. C., was established by the late Samuel E. White, and associates, in 1888. Captain White was a planter of prominence, interested



Springs Group of Mills

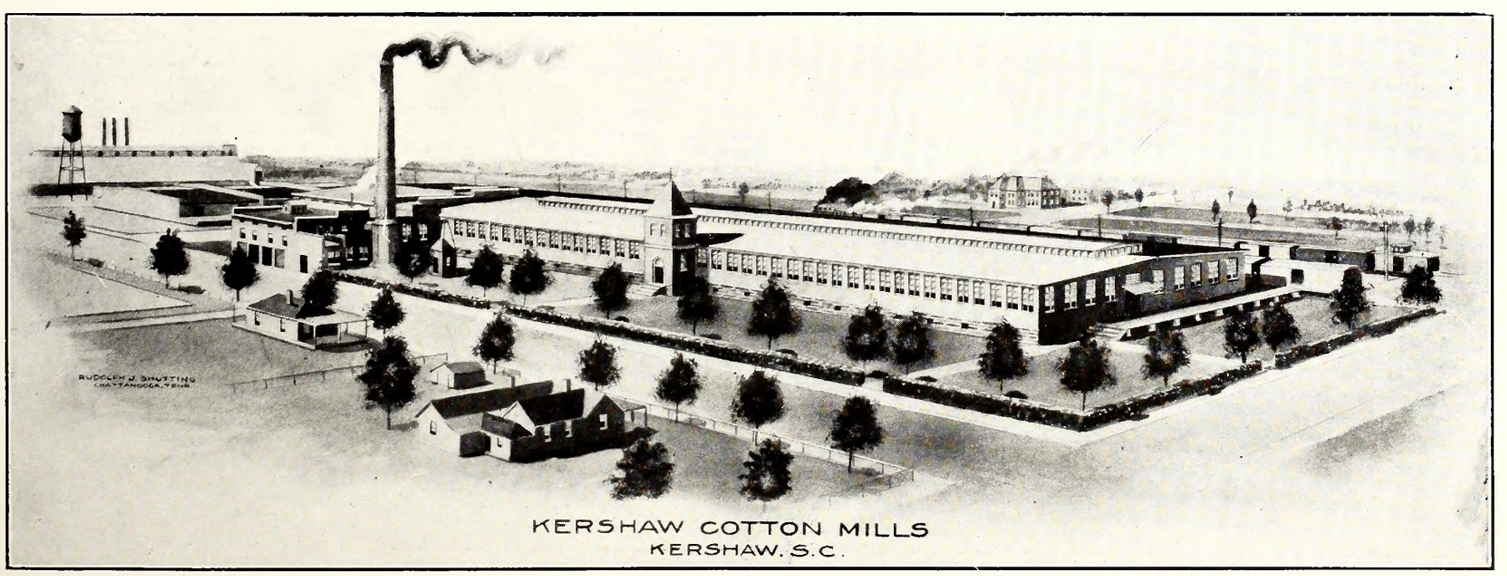




in the advancement and progress of his community. Through the establishment of the Fort Mill Manufacturing Company Fort Mill has grown from a little village of a few stores to a flourishing industrial town. The second mill was organized among the citizens of Fort Mill, in co-operation with Captain White and John M. Spratt. These cotton mills have both been enlarged and the capacity more than doubled, the combined number of spindles in the two plants is 42,000 with 1,249 looms, all of which are engaged in the manufacture of staple ginghams and sheetings.

The Kershaw Mills, which are located at Kershaw, S. C., have a capital stock of $300,000 with 12,160 spindles and 482 looms. This plant was orgamzed among the farmers of the surrounding country and by the merchants of the town. Colonel Springs was instrumental in starting the mills and was made president, with Lang N. Anderson, secretary and treasurer, and S. G. Dover, superintendent. This mill is very beautiful, all of the cotton used in it is practically bought from the surrounding country and the mills have been of great benefit to the people of that section, most of whom came from the country and are good, sober, industrious citizens.

As stated in the beginning of this article, Colonel Springs takes a very personal interest in the welfare of all his operatives, and he sees to it that not only their working conditions, but their living conditions are all that could be desired. Every mill has its own village, the cottages are well built, comfortable and convenient, painted in pleasing colors, and each house has all city devices such as lights and water.



Armstrong Group of Mills

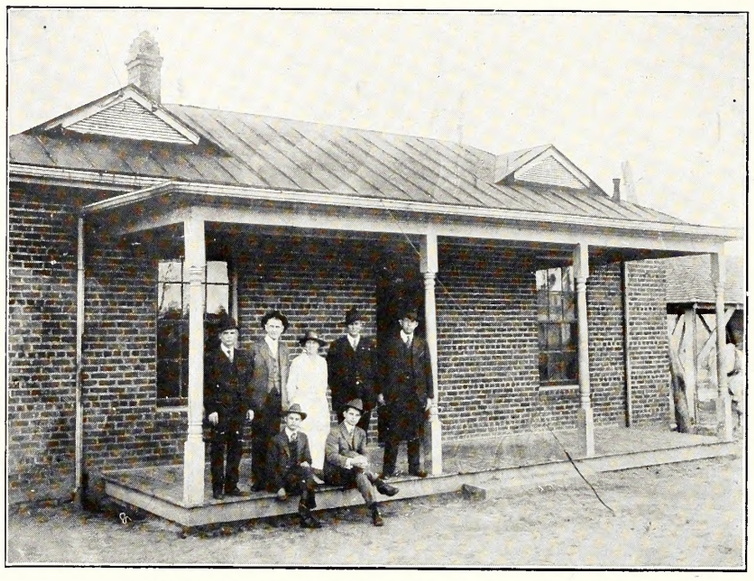
Gaston County, N. C., leads all other sections of the country in the development of textile industries and is the third largest textile county in the United States today.

In the late 80's and on up to the beginning of the 20th century the people of the South began to realize more the folly of raising cotton, shipping the raw product to the New England States and then paying freight to bring back the finished product for home consumption. A good deal of literature was published on the subject that set the people to thinking seriously. Each little town and hamlet became obsessed with the idea of having a cotton mill all its own. The progressive men of the communities got together and started things. Everybody in a township was asked to take stock in the mills, either so much cash or a guaranteed "promise to pay." Mills sprung up everywhere.

Many poor farmers went, with their families, into the mills to work no harder than they did on their farms but to earn more ready money as well as to live in more comfortable houses and to give their children far better advantages for education in the public schools of the town. Today numbers of the sons of such poor men are either owners outright of the mills or are superintendents or other executives with large interests in the mills. At first it was pretty hard sledding but hard work and careful management resulted in a steady growth and prosperity for the mills. Today the mill towns in the Piedmont section are thickly scattered among the farms. There are no great cities where all the textile industries are located, but many small towns with factories everywhere. A notable fact is that approximately 85 per cent of all the money invested in cotton industries in North Carolina comes from local people.

The greatest asset of the Southern manufacturer is the character of the employees all of whom are pure blooded, all-American stock, knowing only the English language and without socialistic views and little or no interest in I. W. W. propaganda.

Another great asset of the Southern mills is the fact that the executives, speaking the same language as their operatives, reared in the same atmosphere and having the most democratic ideas in dealing with their help, come in daily contact with them and are able to give their instructions in the mills in plain English that is understood by every one.

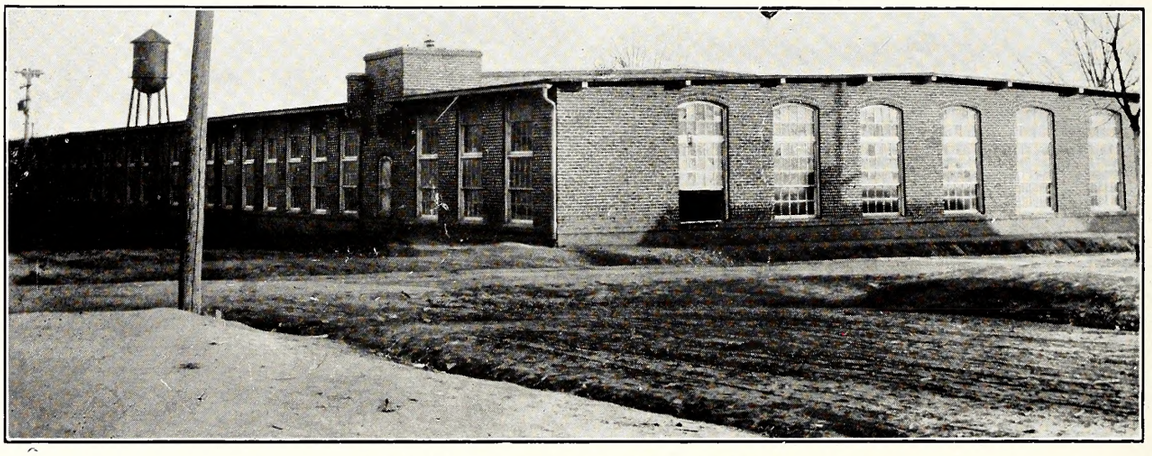


OFFICE GROUP OF THE ARMSTRONG MILLS

The Southern textile mill owner is daily growing in the knowledge of his duty to his help and their families. He appreciates the great opportunity God has given him to uplift his fellow man, and, aside from this, he appreciates that from a purely economic standpoint, money invested for the uplift of his operatives, and the development of their lives in broader channels, giving them better homes, better educational advantages and better working conditions results in more efficient workers in the mills, more pride in the quality of the output and the prosperity of the mills themselves.

The Armstrong group of mills was founded by the late Col. C. B. Armstrong and from a small beginning of one single mill there has grown a great organization that is constantly expanding. The Armstrong group numbers ten splendid textile plants today. Most of them are located in Gaston county.

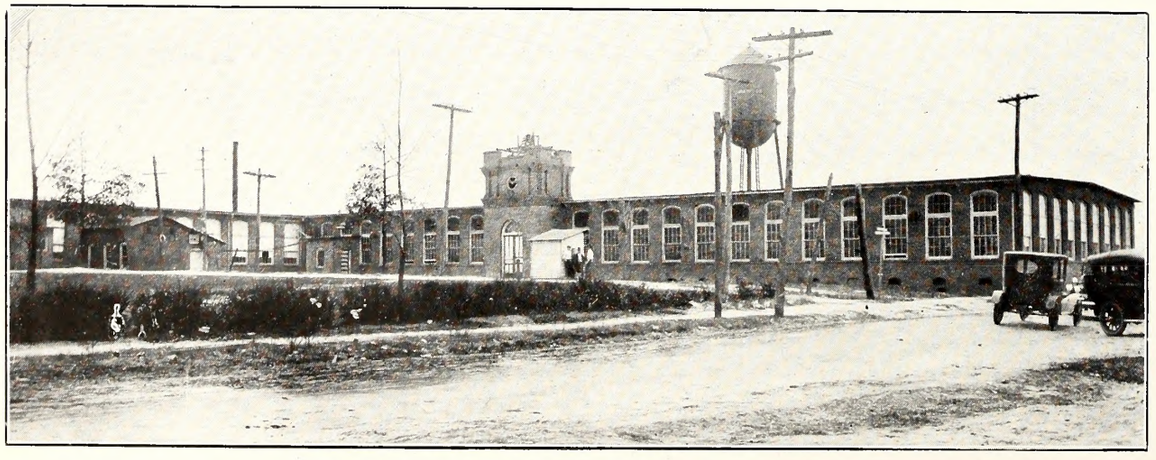
Col. Armstrong was lacking in practical knowledge of the textile business when he entered the field, but being possessed of a large amount of good, hard, common sense and fine judgement coupled with keen executive ability and a wonderful personality, he applied his every energy to the advancement of his business. The result has been far above his ambitions. Col. Armstrong soon became prominent as a powerful factor in the textile industry of the Piedmont section. His friends and fellow citizens, recognizing his ability and worth, united in their influence to make him mayor of Gastonia in which office he not only covered himself with honor, but was always engrossed in doing big things for his town that would help the citizens and place it upon the highest plane before the public. He held many other positions of honor and trust in the civic life of the thriving little city and won the admiration and respect of all who knew him. He was untiring in his efforts to promote any good cause that would work for the good of his fellow citizens.



ARMSTRONG COTTON MILLS, GASTONIA, N. C.

This same fine spirit and broad vision was largely the secret of his success in all his financial undertakings. Because of this very belief in his fellow man and a great desire to make a personal application of the Golden Rule has has been warmly supported in all his heads of departments and on down to the humblest worker in his mills. Everyone of them knew and loved him and were glad of an opportunity to carry out his commissions.

The Monarch Mills at Dallas, Gaston county, was the beginning of



CLARA MANUFACTURING COMPANY, GASTONIA, N. C.

Armstrong Group of Mills

Col. Armstrong's work in the textile field, this plant being built in 1906. The equipment consists of 6,000 spindles for the manufacture of combed yarns. The present officers are C. C. Armstrong, president; W. R. Armstrong, vice president, A. K. Winget, secretary and treasurer. Indeed, these splendid executives have had charge of all the Armstrong mills since the death of Col. C. B. Armstrong.

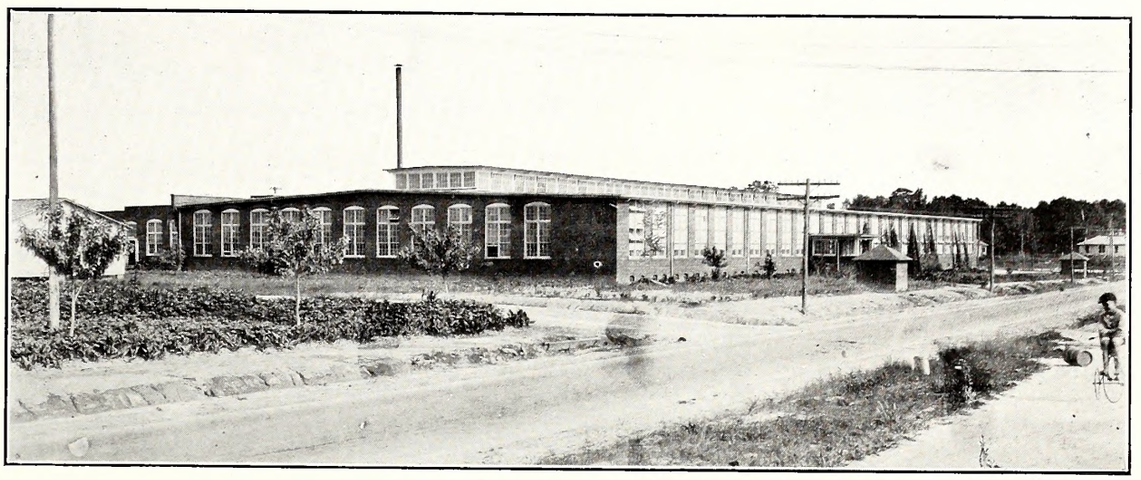
Col. Armstrong has been succeeded in the management of his textile interests by his son, C. C. Armstrong as president. Mr. C. C. Armstrong is a son worthy of his father. He has practically grown up in the business and has a fine practical knowledge of the textile industry, coupled with the very best educational advantages. Inheriting many of his father's fine traits and business qualifications he is busily engaged in carrying on his father's democratic ideas in the conduct of the business.

Mr. A. K. Winget, who has always been associated in the business as secretary and treasurer, is another powerful factor in the management of the Armstrong mills. Mr. Winget is a man of wide experience and has a keen knowledge of the textile industry. Always he was the warm friend and wise counselor of Col. Armstrong. They shared alike in their views and ideas as to the management of the mills and their attitude toward their employees. Mr. C. C. Armstrong and Mr. Winget are equally as congenial and both are very earnest in their endeavor not only to make their organizations the equal of any, but to deal so humanely with their help that they will be repaid by the honest effort of their operatives in the mills and by the pleasure of seeing them rise to a higher plane of citizenship.

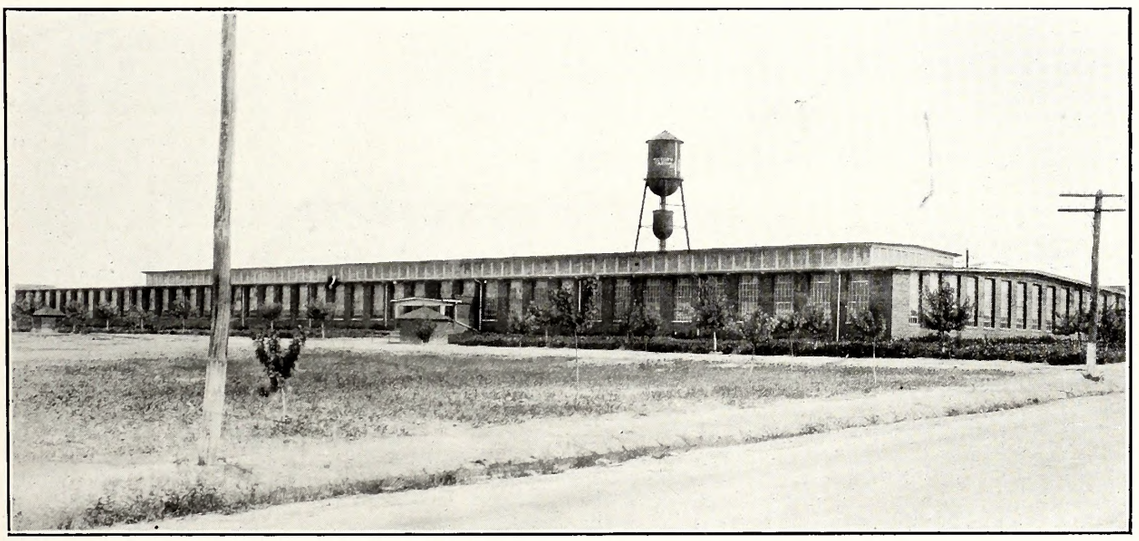
The Monarch mills at Dallas have a most efficient and capable superintendent in the person of J. L. Gribble. Mr. Gribble has a thorough knowledge of his business and is quite popular with his operatives.

The Piedmont Spinning Co. is another of the mills built in 1906. This plant has 2,500 spindles driven by hydro-electric power, as is all the machinery of the Armstrong group. All of the Armstrong mills manufacture combed yarns, some fine and some coarse. There is no better climate anywhere for the manufacture of cotton yarns than that of the Piedmont section of the Carolinas and the Gaston county mills are noted for the very high quality of their yarns. The Piedmont Spinning Mills Co. was founded in 1906 by Col. Armstrong. Combed yarns are the product and the 10,000 ring and 4,400 twister spindles which comprise the equipment are of the most modern type. W. F. Kincaid, as superintendent, has been a great factor in the splendid success of the mill, as well as a most helpful friend and advisor to his operatives.

The Dunn Manufacturing Co., located at Gastonia was founded in 1908 with an equipment of 10,200 spindles. P. P. Huffstetter is the capable superintendent in charge, and under his management the mills are in a very prosperous condition. Two hundred operatives of the very best type are employed. They are steady, sober, and industrious.



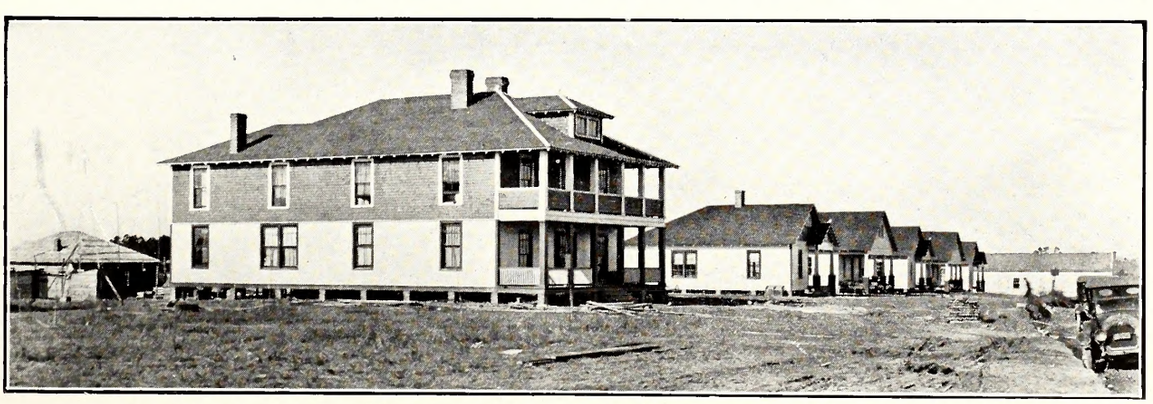
WINGET YARN MILLS, GASTONIA, N. C.



VICTORY YARN MILLS, GASTONIA, N. C.

Col. Armstrong's next mill was the Armstrong Cotton Mill. This mill was built along the same lines as the others, thoroughly modern in every respect and has 4,500 spindles engaged in the manufacture of single and ply yarns 8s to 20s. This mill has been most successfully operated with N. B. Davis, superintendent. M. Davis is a man of long experience in the cotton mill business, a capable manager and a "super" held in high esteem by his operatives.

In 1916 two more mills were added to the Armstrong group. One of these was the Mutual Cotton Mills Company. This plant has 6,500 spindles which produce 30s to 36s combed yarns. B. C. Black is the excellent superintendent, a man of fine executive ability, keen judgement; wide awake and thoroughly alive to the interests of both the management and the operatives. The history of this mill is decidedly more interesting than that of most cotton mills of the day, but nothing could more clearly show the splendid spirit that dominated Col. Armstrong when he planned the erection of this mill. So strongly had Col. Armstrong been interested in his operatives and so anxious was he to give them a square deal in the world



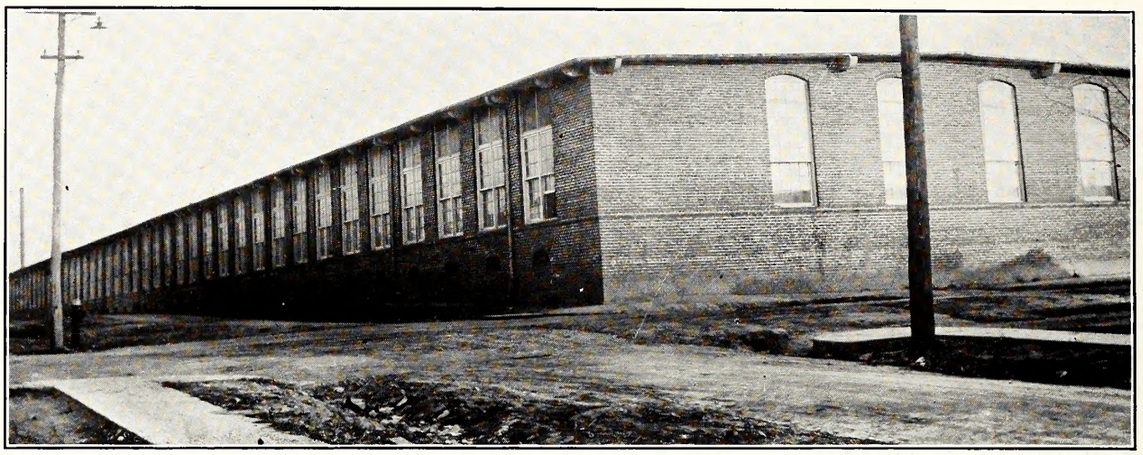
BOARDING HOUSE AND COTTAGES AT VICTORY YARN MILLS

Armstrong Group of Mills

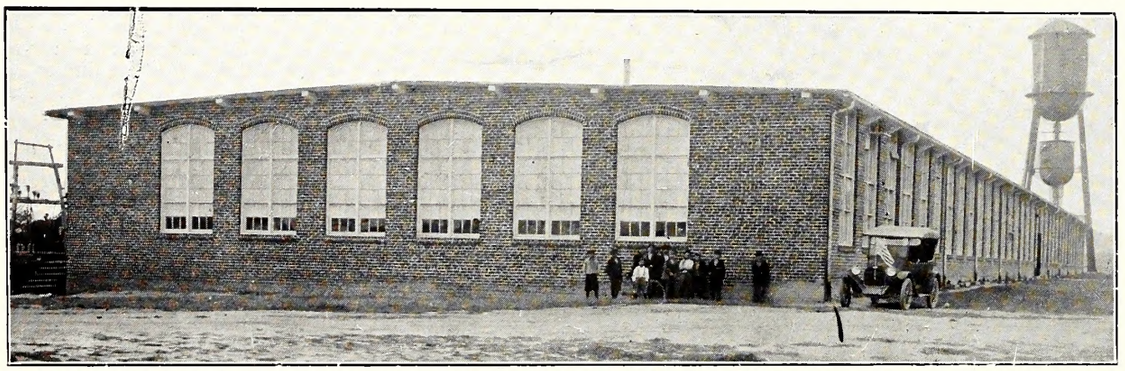
he decided to give them an opportunity to become stockholders in the mill. Accordingly he offered 50 per cent of the entire capital stock of $160,000 in small lots to his hands. The quick response of his offer and the clamor for more was wonderful. Every share of the $80,000 was snapped up immediately and they wanted more. It is because of this harmonious interest in each other and that the Armstrong mills are run on a mutual plan the operatives being recognized as partners, that their interests are growing and expanding all the time.

Seldom, if ever, has such a venture been attempted. The plan of the Mutual Cotton Mills was most unique, but it has met with wonderful success. The plan by which Col Armstrong and Mr .Winget accomplished this was through the Building and Loan. No person was allowed to take out more than ten shares and the persons taking out mill stock would never in the world have been owners of cotton mill stock in any other way.

The Armstrong executives surely deserve great credit for this generous plan which was devised wholly for the purpose of giving their operatives a chance to have an interest in the business in which they were employed. It gave them a new interest and incentive in life, something more to save for, a chance to save something for the future, and for the education of their children and advancement of their children.



DUNN MANUFACTURING COMPANY, GASTONIA, N. C.



MUTUAL COTTON MILLS, GASTONIA, N. C.

The Armstrong group of mills are careful about the help they employ. Persons coming into the mills are given every opportunity to do the best they know how. There is a very high standard or morality in all the mills and every one is expected to live up to this standard. Some times a family of ne'er do wells gets into the community. They are given the kindest treatment and every opportunity to do well but if they fail they are sent away from the mills.

Another of the mills erected in 1916 by the Armstrong executives was the Seminole Cotton Mills. They are located at Gastonia and S. W. Smith is the superintendent. Mr. Smith is keenly interested in his work and keeps a careful watch on the business, always encouraging the operatives to keep up the high standard of workmanship which is the pride of the factory. Fne yarns are made in these mills, 60s to 80s, and there are 12,000 spindles in operation.

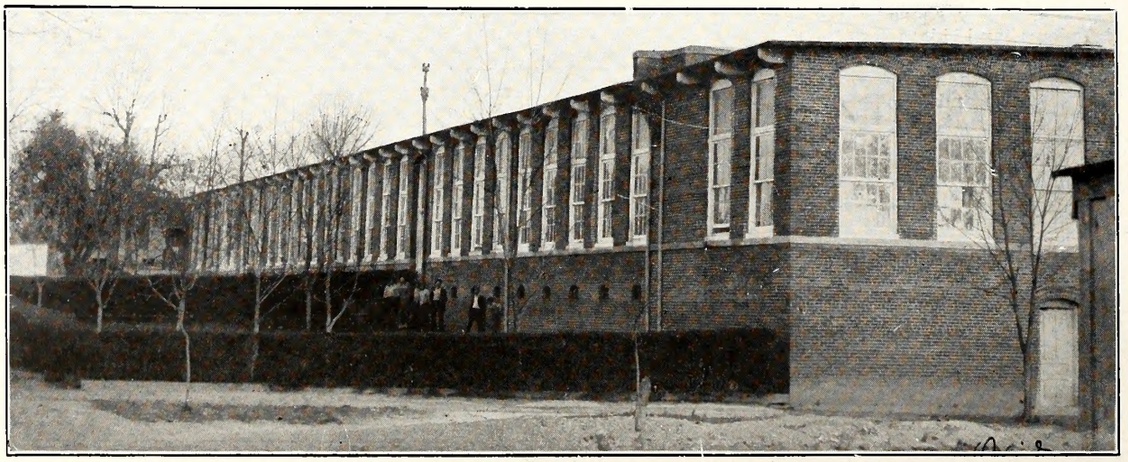
In 1919 the Winget Yarns Mills Company and the Victory Yarns Mills Company were added to the ever growing Armstrong group. Both of these mills are thoroughly modern in the matter of buildings and equipment. The Victory mills are much larger than the Winget, having a spindleage of 20,000 while the Winget has 8,000 spindles. The Victory makes the finest cotton yarns of the entire group, 80s to 100s. H. H. Winget is the efficient superintendent. W. Lee Smith is superintendent of the Winget Yarn Mills. These mills make 36s combed yarns.

The last of the Armstrong mills to be erected was the Helen Yarn mills of Rock Hill, S. C., which was founded in 1920 by W. R. Armstrong, who is president and treasurer. The same broad policies and liberal treatment are held with regard to the operation of the mills and the operatives as is exercised in the other mills of the Armstrong group.

In all of the Armstrong mills the mill buildings are of modern mill construction. A great deal of care and thought has been given to making them thoroughly comfortable for the operatives in every way. It is hardly necessary that every precaution has been taken to safeguard the health of the workers. Modern cotton mill manufacturers are aware that even skilled workers can not do the most efficient work in an unsanitary atmosphere, consequently interiors of modern mills are kept spotlessly clean and pleasant. Sanitary drinking fountains, the use of humidifiers to add a certain quality of moisture to the air as well as to help keep it free from lint, are used. The scrub women (colored) seeing that the floors are clean and the old man withh is broom, are all factors that play important parts in keeping the mills spick and span.

The machinery in all the plants is constantly being renewed when necessary, or when something better, like individual motor drives for each machine, which greatly lessens the danger of accidents, comes along. In doing this the operatives are given every possible advantage for a maximum production of the highest quality with the least possible exertion.

It is easy to understand, from the above paragraph why the Armstrong hands are satisfied with working conditions and the high wage which is paid them for their work. In addition the superintendents are always on the lookout for workers who are ambitious and are striving to rise above the common



MONARCH COTTON MILLS, DALLAS, N. C.

Armstrong Group of Mills

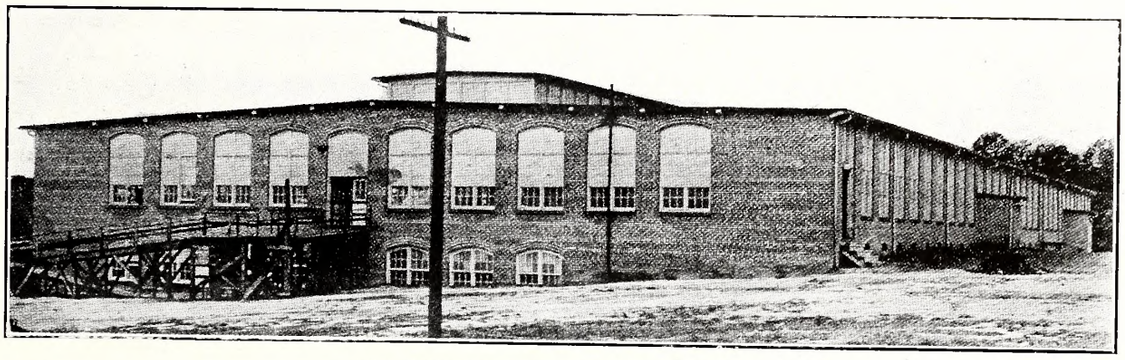
plane. Heads of the various departments have instructions to encourage this class of help and give them every opportunity for advancement.

There is a friendly, sympathetic feeling existing in the mills, and, as a general rule a warm welcome is extended to strangers who come into the mills. Especially is this true if they are inclined to take an interest in the mills and their work.

Community and welfare work has long played an active part in the Armstrong organizations. Trained workers are employed to go among the mill families in a friendly, tactful way. Mothers are instructed in the rearing of their little ones. Home economics classes under the direction of capable teacherss have done a great real towards the uplift of the home life and teaching the mill people the art of giving their families more wholesome, nourishing food.

Each mill community has its community house where there is a commodious assembly hall, which affords a meeting place for the various organizations of both the men and women of the communities. There is a well equipped kitchen banquet hall for the employees' affairs. This is up-to-date as to equipment, having silver, linen, china, etc. Many enjoyable banquets and suppers are held in this room where the operatives get together and discuss matters of importance.

This community house is the center of all entertainments, lectures, concerts, etc., and similar occasions. The operatives know that it is for their use and find much pleasure in using it freely



SEMINOLE COTTON MILLS, GASTONIA, N. C.

A novel idea of Col. Armstrong's and a generous one, was that of offering prizes every year for the best kept premises, thus encouraging a spirit of neatness and the love of order and beauty among the mill families. The present management continues this policy. Fifty dollars in cash is given for the best kept yards; $25.00 for the second best, $15.00 for the third and $10.00 for the fourth. Besides these liberal prizes there is another handsome prize given to the family that ranks highest in the three villages of the Clara, Dunn and Armstrong Mills. These prizes promote a friendly spirit of rivalry among the operatives and their families and much enthusiasm is manifested in the effort to win them.

A notable feature of the generosity of the Armstrong management is that the work they are doing among their operatives is not of a nature to cause them to lose their self respect and feel that they are objects of charity. The management does not believe in patronizing the help, but rather to help those who try to help themselves.

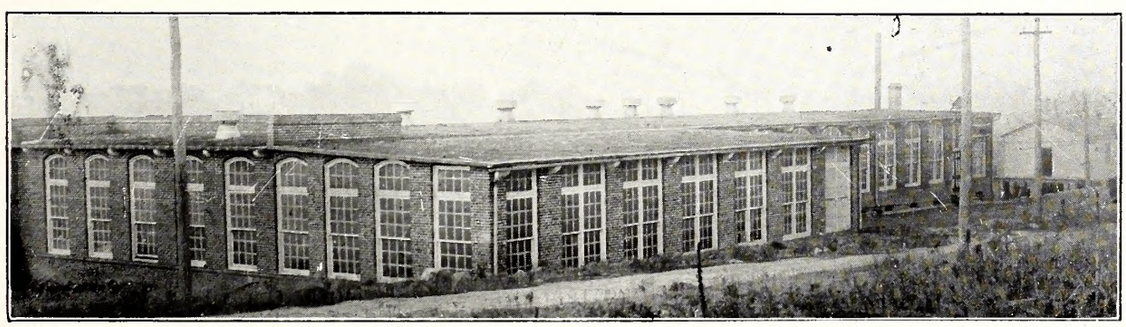
Cotton mills have been perhaps the greatest factor in the South in giving the poorer class an opportunity for education. Nowhere will a cotton mill be found in this day that has not made the matter of schools for the children of their operatives a matter of paramount importance. Wherever there is a cotton factory, just so surely there is an excellent school building, depending on the size of the village and the number of children. Regardless of size, the building will be found comfortable, healthful and bright. Teachers employed in cotton mill schools must be well equipped for instructing the children and use their influence to raise them to a higher plane of society. Good salaries are paid them by the county or township, supplemented by funds from the mills.

There is no such thing among the modern mills as browbeating the help and trying to keep them in ignorance. The mills are very proud of the intelligence of their people and urge them to have their children take advantage of the splendid educational opportunities that were denied themselves.

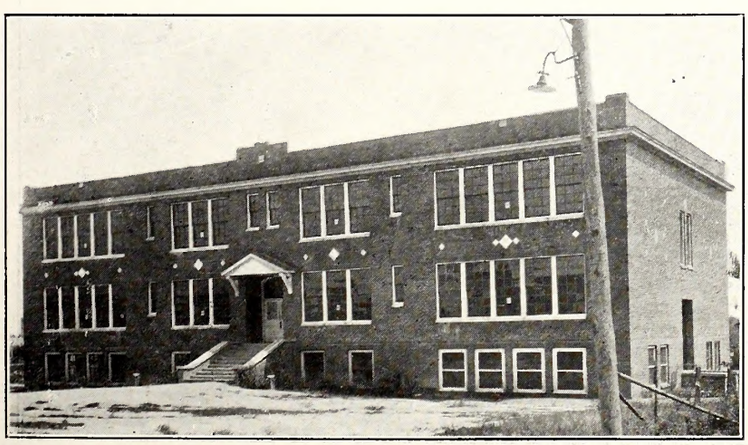
There is a mistaken idea existing in the mind of certain portions of the public, those unfamiliar with the real situation in mill communities, to the effect that these people never do anything else but work in cotton mills. This is not true at all. Many of the young people are not satisfied with an ordinary public school education and frequently they pursue their studies in the colleges and university of the state. Often they will return to the very same mill where they may have worked as doffer boys and take up the business again in a more intelligent way. Again, they often go out into the various walks of life, holding positions of responsibility the equal of any citizen in the community.

Cotton mill people, as a rule are intensely interested in all religious works. They get together and organize churches which they finance themselves, aided most generously by the mill management. It is a custom of the management to reserve certain locations for the erection of churches. These are donated to the operatives along with a financial assistance.

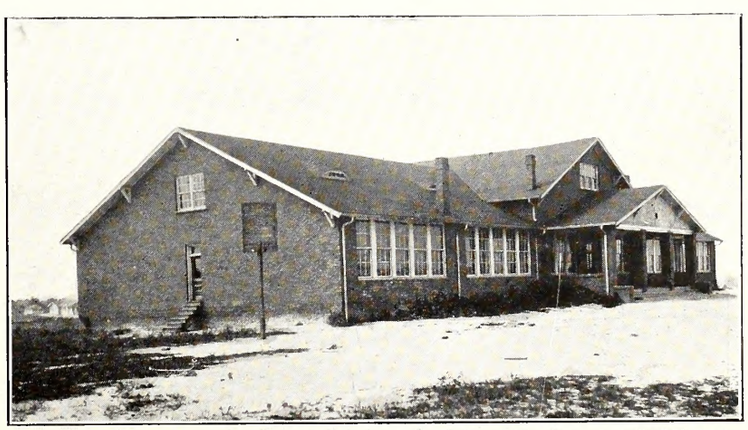
The living conditions in all the



PIEDMONT SPINNING COMPANY, GASTONIA, N. C.

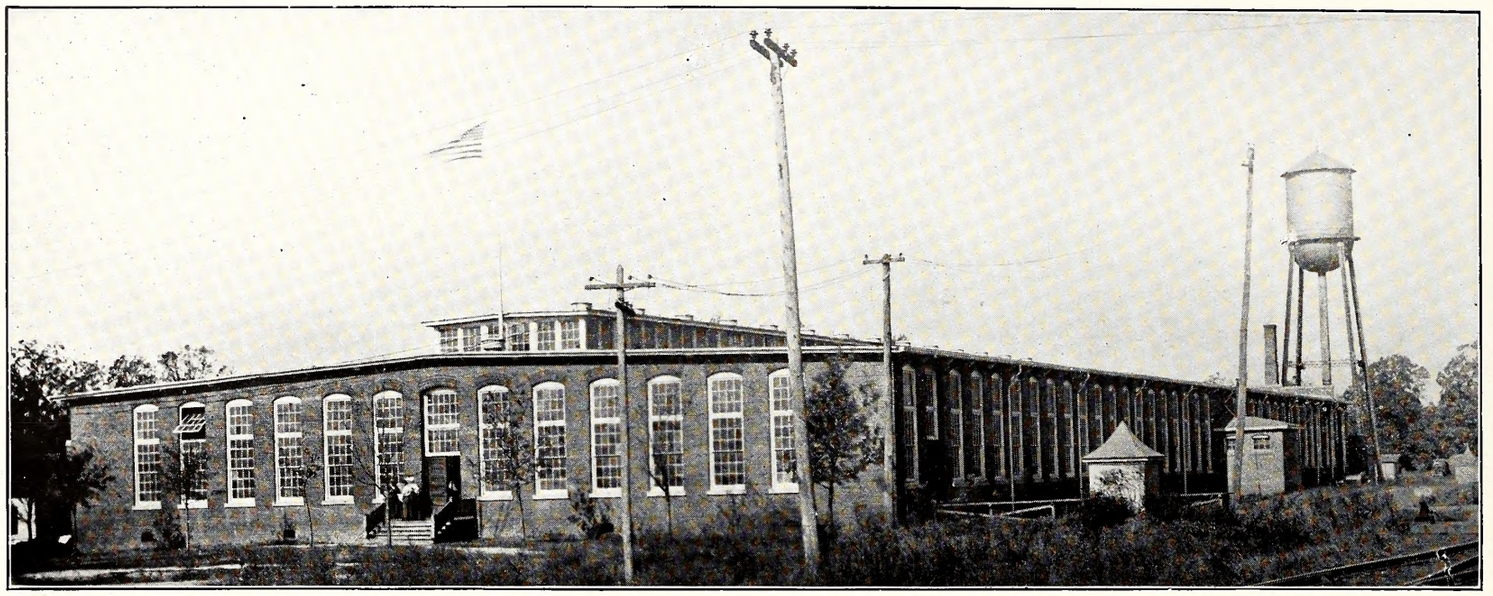


SCHOOL AT MONARCH MILLS, DALLAS, N. C.



SCHOOL AT SEMINOLE AND VICTORY MILLS

Armstrong Group of Mills



WYMOJO YARN MILLS, ROCK HILL, S. C.

Armstrong group of mills are practically the same. Of course the old-perhaps doing bigger things, but there is the same splendid spirit of co-operation to be found in every community.

Since most of these mills are located in, or very near Gastonia and Rock Hill, S. C., they have the advantages of both town and country. This makes it very pleasant indeed. Many of them have automobiles of their own and find no difficulty in transportation to and from town. There is also a line of street railway connecting the various mills with the towns.

The Wymojo Yarn Mills of the Armstrong group are located at Rock Hill, S. C. C. C. Armstrong is president; W. R. Armstrong, general manager; A. K. Winget, secretary and treasurer, and F. B. Frissell is superintendent in charge. Mr. Frissell is a man greatly interested in the progress of the mills, thoroughly wide awake and capable. The operatives all know that he has their interest at heart also and are anxious to please him and abide by his decisions.

Living conditions are excellent at the Wymojo Mills. For their benefit the Armstrong management has provided a beautiful park and in this park has erected a nice, large, well equipped community hall for the use of mill families. A handhome Y. M. C. A. contains reading rooms, auditorium, hot and cold shower and tub baths, as well as a nice large swimming pool, with adjacent dressing rooms and lockers, is a source of much pleasure to the operatives.

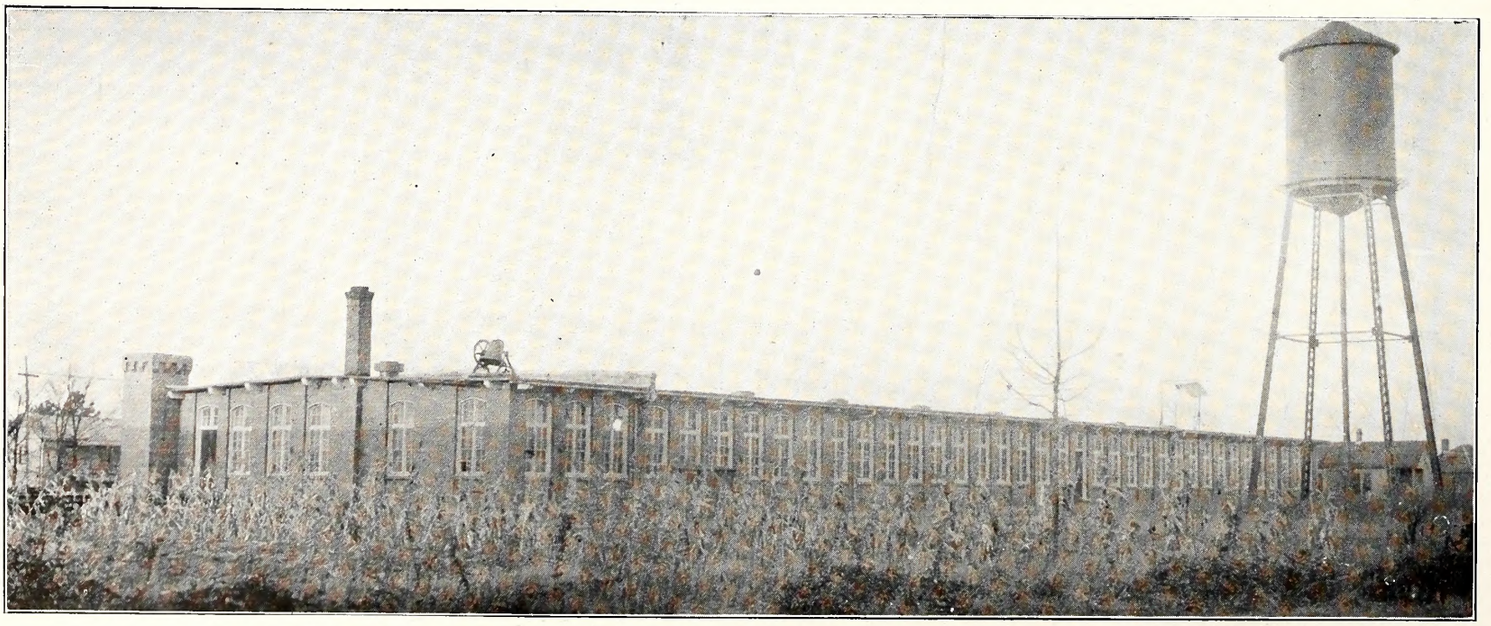
Since the mills are in the city of Rock Hill, the operatives and their families have every advantage of the town in the way of educational facilities, churches, amusements, etc.

Ninety per cent of the operatives have been with the Wymojo Yarn Mills since they were first started. This fact, alone, is proof of the splendid treatment they receive at the hands of their employers. A loyal spirit of pride in both the mills and the village dominates the entire community. The mill people are a first class lot of citizens, morally and physically, and daily they are gaining in knowledge.

The Lockmore Mills of York, S. C., also belong to the Armstrong group and have the same officers as the Wymojo Yarn Mills. Cotton yarns of reverse twist for sewing purposes are manufactured here.

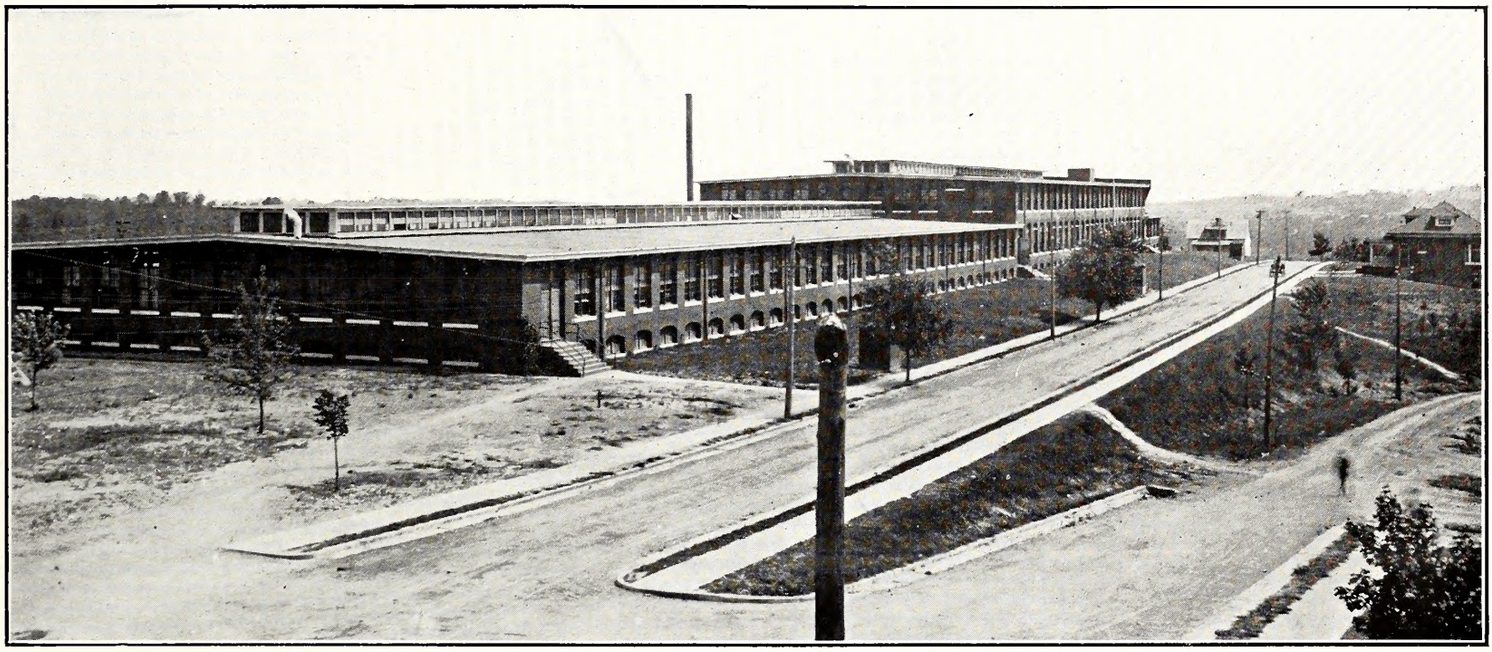
Located inside the city limits of York, the operatives and their families enjoy all the privileges of education, religious worship and amusements afforded by the town. They are an excellent class of citizens and feel no embarrassment in their relations with other citizens of the town.

The mill is of modern construction, light, airy and comfortable. Inside and out everything is kept spotlessly clean and sanitary. The operatives are encouraged to keep themselves neat and clean and to take a pride in their work and surroundings. They, as a rule, are neatly dressed, intelligent and healthy looking. Of course there are exceptions but statistics show that the death rate in cotton mill communities is no higher than in other places.



LOCKMORE COTTON MILLS, YORK, S. C.

Republic Cotton Mills



REPUBLIC COTTON MILLS, NO. 1, GREAT FALLS, S. C.

The Republic Cotton Mills, located at Great Falls, S. C., is one of the most progressive and up-to-date of the great industrial organizations in the State of South Carolina. It is indeed a model textile plant, complete in every detail.

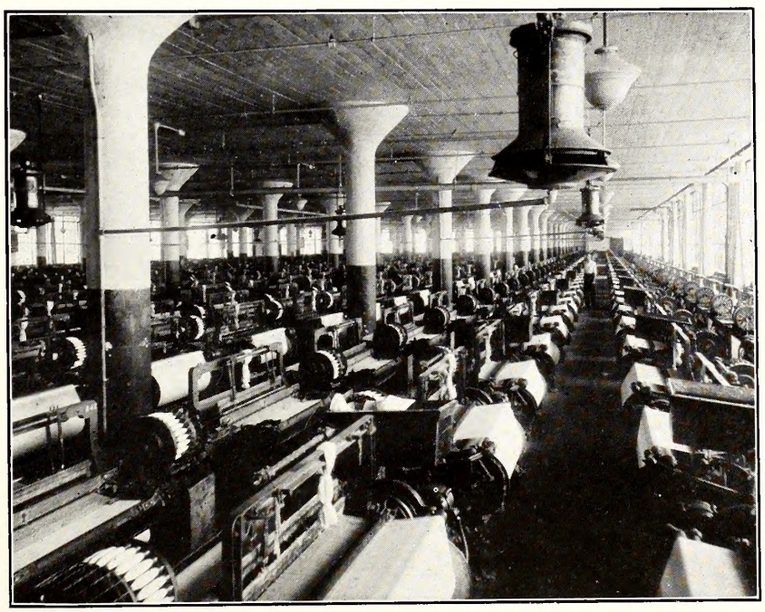
This magnificent enterprise is one of which the State is especially proud because it is owned and operated by Southern business men and only Southern capital is invested in it. The executives are: Robert S Mebane, president; Hal B. Mebane, vice-president and treasurer; John A. Howard, secretary; Deaver Little, superintendent. The capital stock is $3,000,000. The equipment consists of 58,848 spindles and 2,320 looms. The products are print cloths and silks and cotton goods at the last new mill.

The new weaving mill, which is now under construction, will manufacture an entirely new line of goods and shows that Mr. Mebane believes in keeping pace with the progress of the South. The new mill will have no carding and spinning machinery but will buy fine cotton yarns and silk and weave them into beautiful silk and cotton fabrics such as are now made in the best mills of New Bedford.

Comparing the conditions in the South today with those of a half century or more ago, when its reconstruction was first begun, the results that have been achieved are almost unbelievable in all lines of industry, and this especially true of the textile industry. At that time cotton was raised in the South as it is now, but because of the belief of some pessimistic persons that the South had neither the climate nor experienced manufacturers to make the venture in textile mills a financial success, the raw product was shipped to the New England cotton mills where it was spun and woven into cloth and shipped back to the Southern people. Today this theory has long since been exploded and many of the finest yarn and cloth mills of the country are located in the Piedmont section of the South. The capital invested in Southern cotton mills today is five times as great as the capital so invested in the entire country in 1880. The growth of this industry has been going forward by leaps and bounds. The record is clear enough. The cotton industry is gradually slipping away from the New England States to the South, where the climate is unsurpassed, abundant water power is available and hydro-electric developments are on a large scale; and where there is today a large supply of trained laborers, and manufacturing is done in the very heart of the source of raw materials thus eliminating long freight hauls of fuel and supplies. The South is in a position to become the cotton manufacturing center of the world.

Southern brains and Southern energy have united in making the Republic Cotton Mills one of the most magnificent of the Southern enterprises. A more ideal spot for the location of a splendid cotton mill plant could not be found. Indeed the site is famous for its beauty. At one time Congress considered the location of West Point Military Academy at Great Falls, S. C., because of the wonderful beauty and advantages of the place.

When the South began to realize the great possibilities of its water power it did not take the Southern Power Company very long to discover the value of the water power at Great Falls and this company erected an immense generating station there. Then it was that two progressive young men from Graham, N. C., caught a vision of a great industry and set about building a cotton mill. Coming from a family whose name has been closely associated with the history and progress of its State, it is easy to understand that the Mebanes inherited those traits of character which have come down through generations which give the force, energy and managerial ability that combine to make a success of any great business. Their relatives, the Holts, of Alamance county, are known everywhere as pioneers in the cotton mill business of the South. So Robert S. and Hal B. Mebane have been literally born and bred in the textile business.



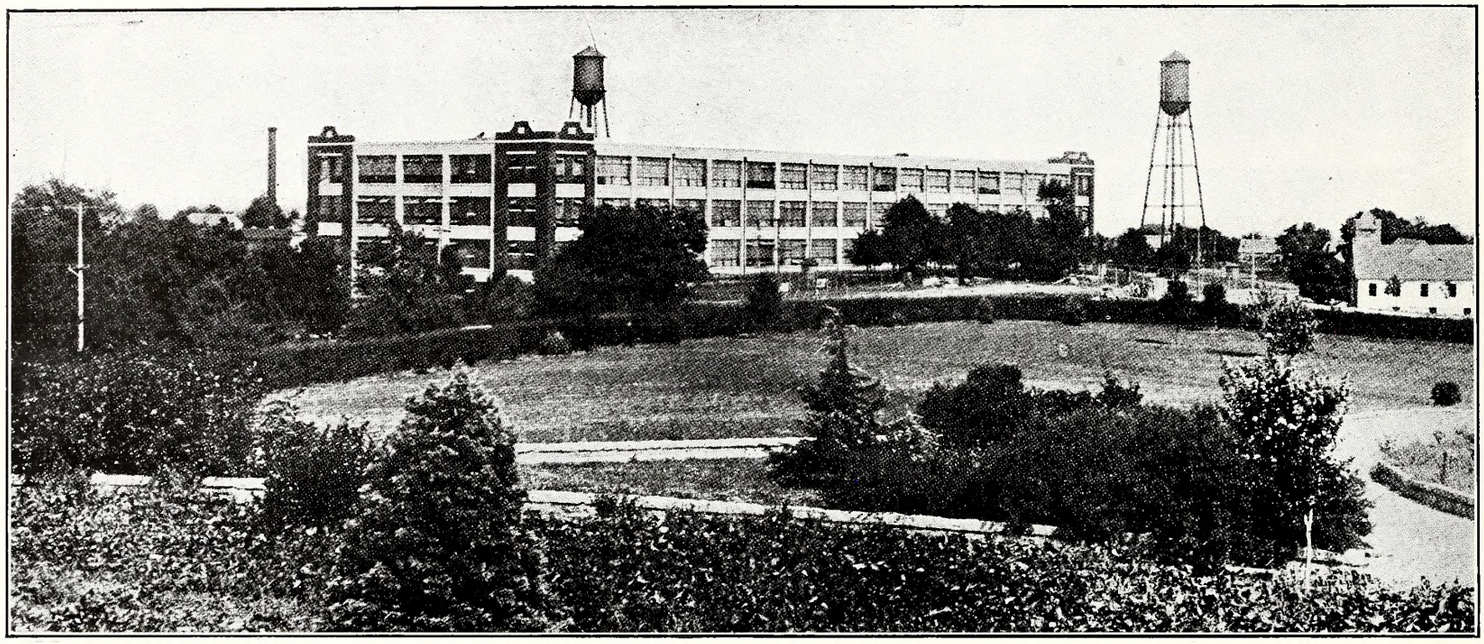
WEAVE ROOM IN REPUBLIC COTTON MILLS NO. 2

At Great Falls they have endeavored to literally put into operation their ideas and ideals of what a great cotton mill business should be. That they know how to operate cotton mills has been demonstrated by the magnificent success they have made of the Republic Cotton Mills.

The entire organization is dominated by fine ideas and very constructive policies. Always the management has worked for bigger, better things. This is not only true of their financial endeavors but more especially of their relations and dealings with their operatives.

It would be most instructive to any person interested in community work and in advancement of industrial workers to pay a visit to the Republic Cotton Mills. In no section of the entire country is there a finer group of mills found and in no mill communities is service work carried on to a greater degree, nor finer results obtained than at Great Falls.

Republic Cotton Mills



REPUBLIC COTTON MILLS NO. 2, GREAT FALLS, S. C.

The well being of employees in the Republic Cotton Mills is a matter of grave importance to the management. The executives realize the vast responsibility that is resting upon them. They do not feel that their responsibility ceases when the operative walks out of the factory doors. They take a personal interest in every one of their employees and in their families, even down to the tiniest little tot in the villages.

The Mebanes also appreciate the fact that it is the healthy, happy, contented operative that makes for the highest efficiency in any business. This is an additional reason that it is important to promote the pleasure and happiness of their mill hands and to give them opportunities for education and advancement.

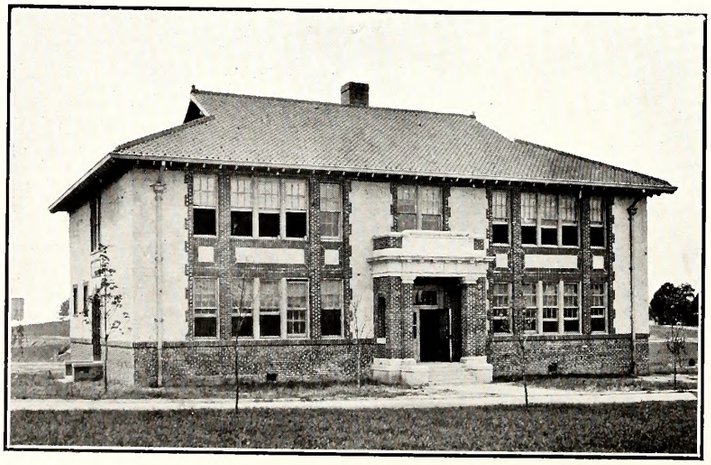
A visitor is particularly impressed with the perfect harmony of the organization. Employer and employee seems equally interested in the workings of the mills. They both strive to maintain a high standard of quality in production and both work together for their mutual interest. In discussing this feature of conditions at the mills, Mr. R. S. Mebane said: "We have never had a single union man here nor has there ever been a union meeting." There is no reason for unrest and discontent at the Republic Mills and an I. W. W. or labor agitator would receive a very cold reception should he get up courage to enter the community.

A careful study of the pictures shown in connection with this article will be proof positive of the working and living conditions which exist in the Republic Cotton Mills. The views of the magnificent buildings seem to have incorporated something of the actual characteristics of the progressive minds that have established them. Nothing could be finer or more typical of a model plant than the exterior and interior pictures of the mills themselves; and the picture of the village of the Republic Cotton Mills showing the beautiful country beyond leaves the impression of a most prosperous little city whose inhabitants have displayed a taste for the aesthetic and artistic in the building of their town. The cottages which were photographed separately are not only beautiful in architecture but are modern in every respect equipped with all city conveniences.

What was once the proposed site of the United States Military Academy, and where only a decade or so ago there was neither a stick nor stone, there stands today one of the most modern industrial cities in the world.

The services of the finest landscape architects in the South were employed to build this splendid little city, which has a population of approximately 10,000 people. The management has spared neither labor nor means in the development of the place. The fine macadamized streets are developed in graceful curves that wind in and out among the hills, thereby enhancing the natural beauty of the site. There are several miles of cement sidewalks which are made cool and pleasant from the shade of numerous trees that have been planted along their edges. Here and there a bit of hedge, trailing vines, or a clump of brilliant flowers add their share of beauty to the scene. Beautiful parks and playgrounds add to the attractiveness of the town.

Naturally such a city has electric lights, waterworks and sewerage. As stated before, the houses are of a modern and pleasing type of architecture, painted in various pleasing colors just as in any other pretty city. The homes are equally as attractively finished inside. The houses are not only equipped with baths, lavatories, toilets and an abundance of hot and cold water at all times; built in cabinets, kitchen sinks, large closets and pantries, screens, heat and electric lights, but in addition they have electric fans, electric motors for sewing machines, electric cookers for keeping food hot or preparing quick meals. For all these conveniences and real luxuries the management makes no charge whatever, nor is there any rent charged for the houses.



HIGH SCHOOL AT GREAT FALLS, S. C.

It is no wonder Mr. Mebane says every one of their cottages are filled and they have a long waiting list. It sounds like the description of some very modern and up-to-date city apartment where the people are clamoring for space, but where they have to pay very dearly for such luxuries. There is not a finer class of operatives anywhere. Most of the operatives of these mills have come direct from the surrounding country, or perhaps from other mills, but all of them are of pure Anglo-Saxon blood, speaking only English. They have developed the inherent qualities born in them until they have become skilled workers in their line of cotton manufacturing. Their living conditions at the mills are far superior to those of the small farming class.

The Mebanes are firm believers in treating your fellow man as you would like him to treat you and they are most emphatic in their expressions as to the appreciation of their people of all the wonderful things they are doing for their benefit. Mr. Mebane said: "There have been numerous strikes and lockouts in the various mills within twenty miles of us and yet our people are absolutely untouched by the union movement."

The Republic Cotton Mills village is at least twenty-five miles from a town where shopping might be done so it has been necessary to make the little city complete in every sense of the word. The management has manifested the same interest in building stores, churches,

Republic Cotton Mills



HIGH SCHOOL AND GRADED SCHOOL AT GREAT FALLS, S. C.

schools and places of amusement for their people as in other branches of their business. A thoroughly modern department store that would be a credit to a town several times larger than Great Falls was erected. The store is particularly attractive with its large plate glass windows and attractive displays of up-to-date wearing apparel for all ages of both sexes. The stock of goods is very complete in every department, even to the employing of an expert designer for the millinery department. A business of more than a million and a half dollars per year is done in this store, where everything is sold for cash. The goods are sold for just a little more than cost and the operatives prefer trading at this store to any other place in Great Falls. There is also a modern sanitary meat market, with white enameled refrigerating counters and show cases for displaying its meats and only the best grades of meats are handled. In this market everything is sold at cost on a cash basis. A number of churches of pleasing architecture, Baptists, Methodists and Presbyterians, are to be found in the community. There is an active interest in church work, as the people are naturally of a devout nature.

Education is deemed of most importance at Great Falls and the management erected a magnificent $25,000 dollar school building that is the pride of the community. This school is one of the most modern and completely equipped buildings of its kind in the entire South. The numerous windows make the lighting facilities perfect and provide plenty of cool air in the warm months. Sanitary drinking fountains are used throughout the building. The eight large class rooms all have outside exposures with plenty of sunshine. The entire building is lighted with an indirect lighting system which gives a soft, white light. A fine auditorium is an attractive feature of the building. This auditorium is equipped with complete lighting effects, scenery, stage settings, large stage and fireproof drop curtain. It has 650 comfortable opera chairs. Here all sorts of school entertainments, amateur plays are given, civic and social meetings are held in the building also. The school grounds are marvelous in their beauty and equipment. The plot of five acres includes baseball diamond, football grounds, tennis and basketball courts. There is also a beautiful playground for the children, complete with all kinds of play apparatus. The Republic Cotton Mills have given every penny that has been expended in the erection and equipping of this modern school. If for no other reason than the wonderful educational opportunities offered the children in the village the operatives would be content to remain with the mills.

The curriculum of the school ranks very high and the most capable and efficient teachers are employed. There is a four-year High School course. Bookkeeping, home economics, general science and biology, music and art are included in the special courses. There are also classes at night for adults. The records of the new teachers who were added this fall have been carefully investigated before employment and the board of trustees feel that they have an exceptionally strong corps of teachers from the two hundred and more applicants who offered themselves. There will in all probability be one hundred or more pupils in the High School this year and there were eighty-four last year. From this fact it will be seen that these people are anxious for higher education and are fitting themselves for any place in society. From the Rossville section two trucks are required to transport the high school pupils. A second literary society was organized this fall. This department of school work will be stressed even more this season than last and Great Falls will endeavor to take off again some of the honors in the inter-school literary contests.

Compare, if you will, the advantages that the children of the Republic Cotton Mills have under this wonderful school system with that which prevailed in the mountains or upon the small farms from which most of them came. It is a well known fact that although of the very best blood, many of those who now work in the cotton mills have lived for several generations upon small farms or in the mountains because they could find no other means of livelihood.

There they attended school in small poorly lighted, frame buildings, heated by wood or coal stoves that often caused one part of the room to be greatly overheated while other portions were cold.

Many had to walk long distances over muddy roads and frequently attended irregularly due to bad weather conditions.

Most of the schools were taught by one teacher who had to teach children of all ages and degrees of intelligence instead of a uniform class or grade.

While the country and mountain schools of the South have improved greatly in recent years, they are still far below the equipment and efficiency of the schools at Great Falls, S. C.

Many families move to the mill village with the idea of being able to give their children better education and it is a tribute to such mills as the Republic that they have a real interest in the education of the children of the village and insist upon regular attendance.

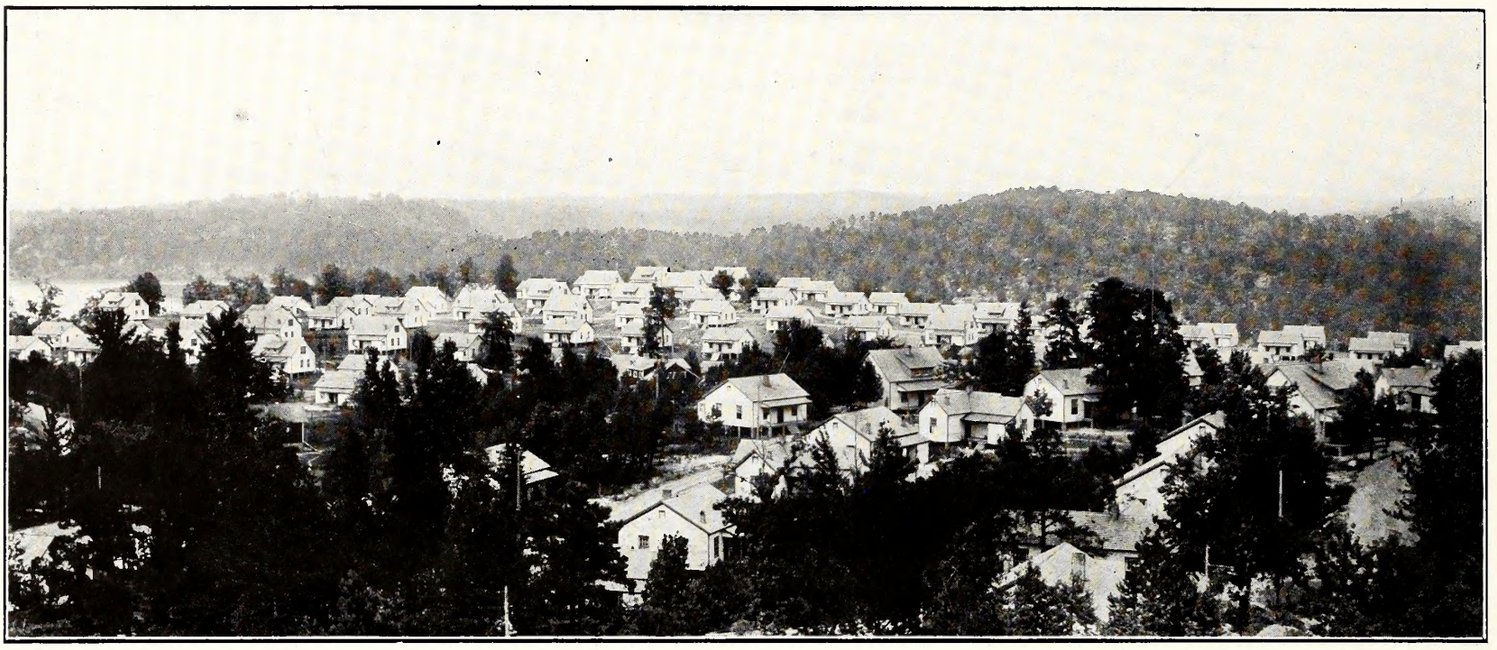
Athletics come in for a large share of attention in the schools, as they do a great deal to promote school spirit and furnish healthful exercise. Inter-class basketball for both boys and girls will be featured, tournaments will be arranged in which the teams will strive for the two handsome trophy cups that came in just after school closed and which were won last year by the tenth grade boys and ninth grade girls, respectively.

The Republic Cotton Mills consist of a group of mills known as Republic Cotton Mills No. 1 and No. 2, and a magnificent new plant to be known as Republic Cotton Mills No. 3, is under construction. This plant is constructed of concrete and steel, fireproof, of the daylight type, and is 625x237 feet. The equipment, like the buildings, will be the very last word in all that is modern. Approximately 400 operatives will be employed in the mills. Finer goods of silk and cotton will be manufactured. Working conditions here will, like in all the Republic mills, be the very best obtainable. Two hundred modern cottages of bungalow type, such as are found in other sections of the village, will afford homes for the operatives and this mill will make an addition of approximately 2,000 people to the village.

The product of Mills No. 1 and No. 2 have been sheetings of such a superior quality that they have established a reputation in the markets.

The record of the Republic Cotton

Republic Cotton Mills



VILLAGE OF REPUBLIC COTTON MILLS, SHOWING BEAUTIFUL COUNTRY B EYOND

Mills on other goods insures that the new line will be equal in quality to the best manufactured elsewhere.

The Mebanes have the idea that education and proper living conditions will develop the class of highly skilled operatives that they need in the production of high quality goods.

They take no stock in the idea that operatives of England and New England have inherited a skill that can not be expected of the mill operatives of the South.

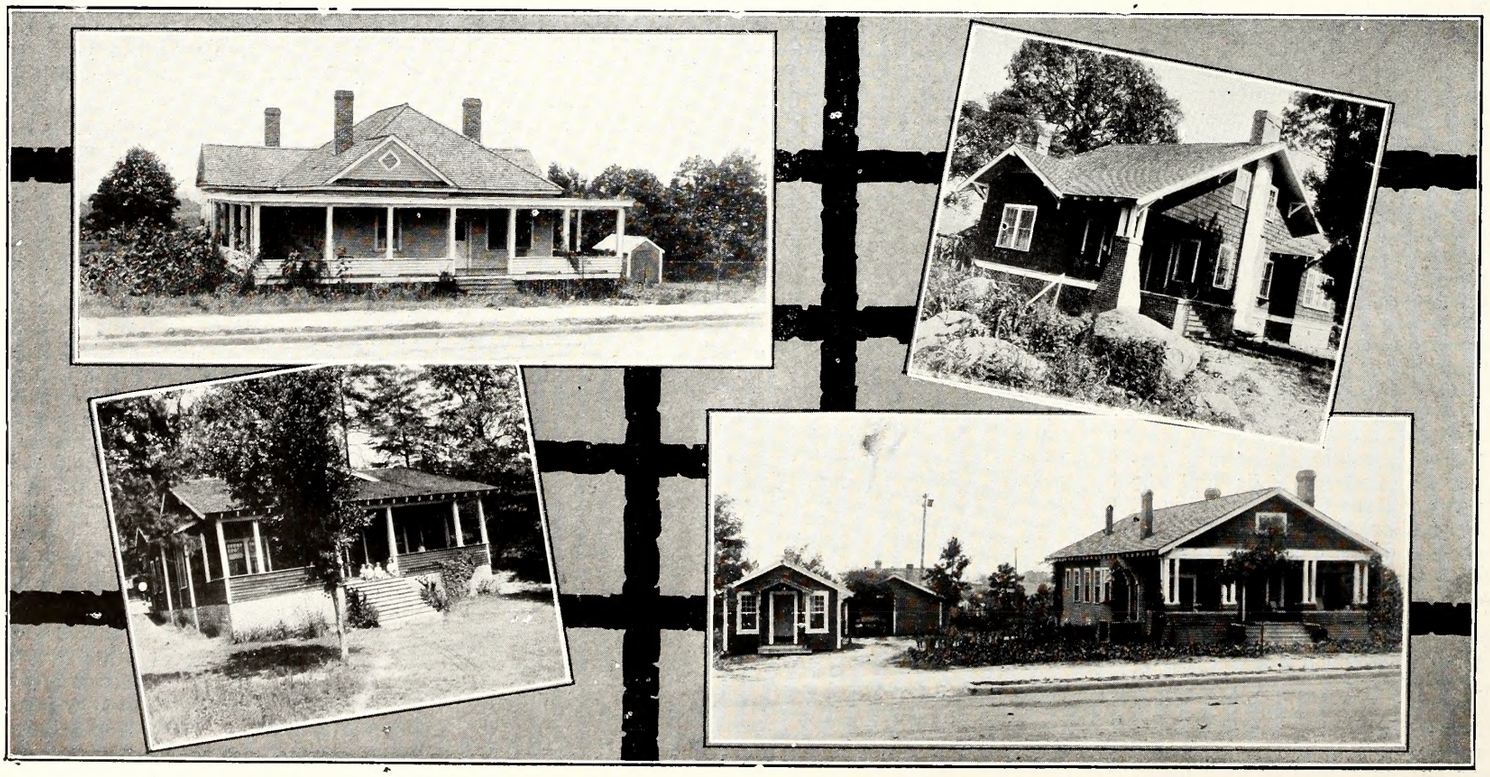
They believe and have demonstrated the fact that people from the small farms and mountains of North Carolina with their pure blood and the stamina of the Anglo-Saxon race, can under proper conditions become the equal of the spinners and weavers of other sections.

They have therefore provided comfortable homes, with all modern conveniences for their people and have made it possible for every boy and girls to obtain a good graded and high school education. They encourage the parents to keep their children in school even after they reach the age at which they can be employed in the mills.

Thus they have developed operatives that have produced the highest quality of sheetings and they have no fear of their skill when they begin to produce silk and cotton goods in competition with New Bedford.

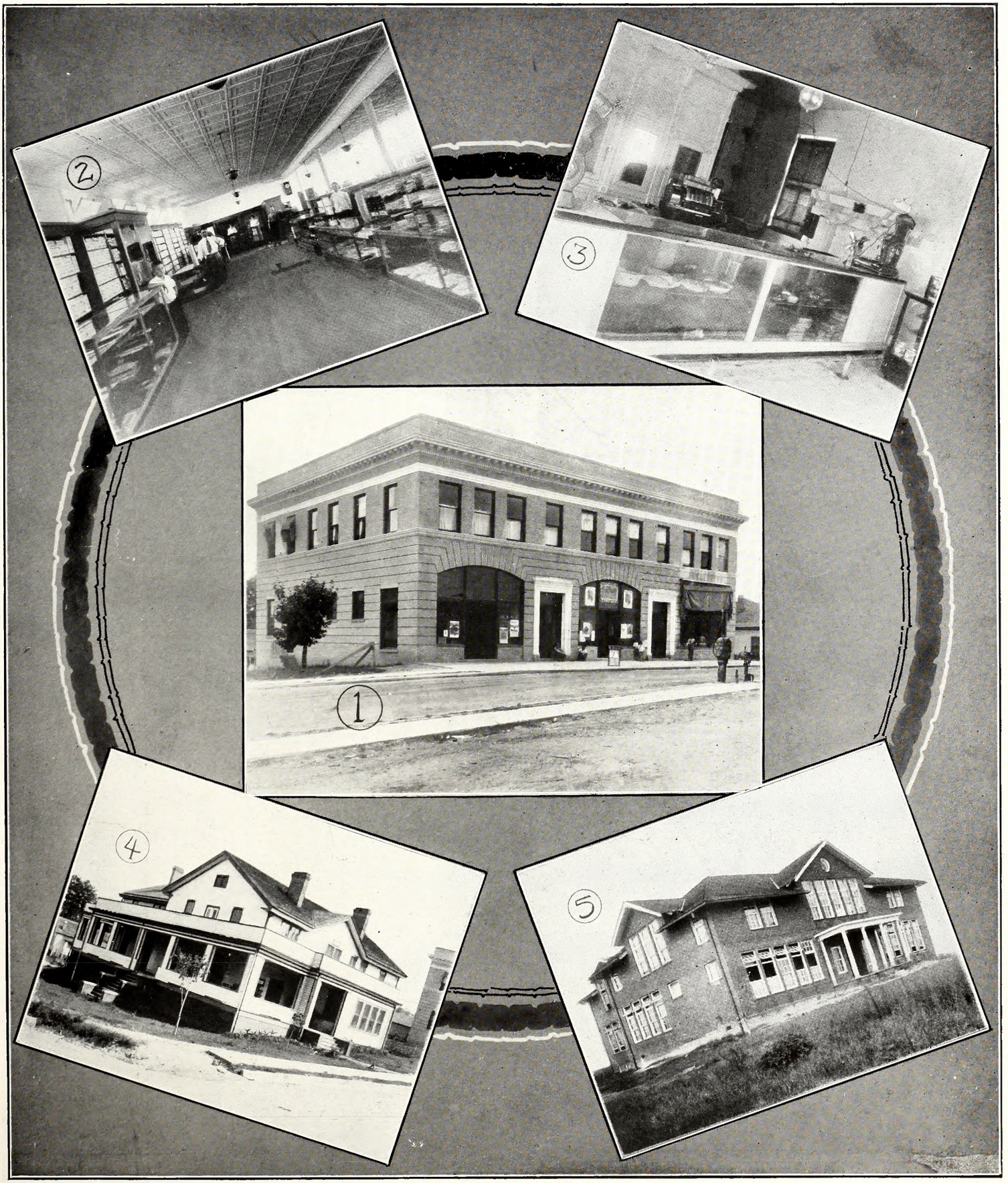
The Mebanes believe in the South and in the Piedmont section of the South. Mr. R. S. Mebane is a strong booster of the Blowing Rock section of the mountains and is now erecting a handsome summer home there.

The profitable operation of the mill is assured because the operatives are as interested as the owners in turning out goods of quality. The people realize that their own prosperity is linked with that of the mill company and the many things the latter has done for them are a constant reminder that when the mills are making large earnings, the executives will see that a proportionate share will go to provide further advantages for them.



SOME OF THE COTTAGES AT REPUBLIC MILLS

Republic Cotton Mills



(1) STORE AND BANK BUILDING; (2) STORE; (3) MEAT MARKET; (4) CLUB HOTEL; (5) SCHOOL

Gray-Separk Group of Mills



Gray-Separk Group of Mills



Gray-Separk Group of Mills

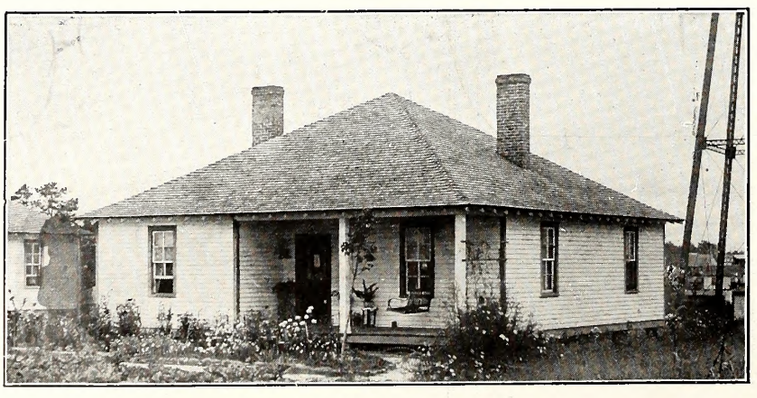


MODERN HEALTH CRUSADERS, ARLINGTON MILLS, GASTONIA, N. C.

The Gray-Separk group of mills are all located in and around Gastonia, N. C. In no section of the country has there been such rapid strides in the development of the textile industry as in Gaston county, North Carolina. Today that county boasts of more spindles than any other in all the Piedmont section, and in fact in the entire South.

There is no finer group of mills to be found in Gaston county than the Gray-Separk Mills. Mr. J. H. Separk is the guiding genius of this magnificent organization and through his careful management and untiring energy there is a continuous growth and expansion. Mr. Separk is an exception to the rule in that he was not "to the manner born" in the textile business, and marvelous success in the work is a typical illustration of what Southern intellect and ambition can accomplish. He came to Gastonia fresh from Trinity College to become superintendent of the Oakland schools. In a short while he became associated with his father-in-law, the late George A. Gray, founder of the Gray Manufacturing Company. Mr. Separk entered the textile business with an open mind and zealous energy. Being possessed of keen business ability and fine judgment, he soon became a great factor in the business. His winning personality and democratic ideas gained the interest and co-operation of his associates and he gradually formed a magnificent organization which has been very successful.

The mills included in the Gray-Separk group are: The Gray Manufacturing Company, located at Gastonia, N. C. This plant has a spindleage of 18,000. The products are 50-2 to 80-2 combed peeler yarns. The executives of these mills are: L. L. Jenkins, Washington, D. C., president; J. H. Separk, secretary and treasurer; J. L. Gray, general manager; N. G. Cloninger, superintendent.



COTTAGE AT PARKDALE MILLS

The second of the group is the Parkdale Mills, Inc., also located at Gastonia, N. C. The executives are: J. Lee Robinson, president; J. H. Separk, secretary and treasurer; J. L. Gray, general manager and vice-president; N. G. Cloninger, general superintendent. The equipment consists of 15,000 spindles and the products are combed peeler reversed twist yarns 20's to 60's.

A third plant of the Gray-Separk group is the Arlington Cotton Mills, which are located, along with the Gray Manufacturing Company and Parkdale Mills, in the western part of Gastonia. The manufactured products are 50's to 70's combed peeler yarns and the equipment consists of 25,000 spindles. The officers are exactly the same as those of the Parkdale Mills, Inc.

The Flint Manufacturing Company, located in East Gastonia, is also a member of the Gray-Separk organization. This company comprises Flint Mills No. 1 and No. 2. L. L. Jenkins, of Washington, D. C., is president, and the other officers are the same as of the Gray Manufacturing Company with the exception of C. L. Lytton, superintendent. There are 24,000 spindles and this plant manufactures combed peeler 50's to 80's, and reverse twist 36's to 50's ply yarns. Twelve thousand spindles are being added to this mill at present.

The Arkray Mills, Inc., are the newest mills of the group. They are in the course of construction. Twelve thousand spindles will be installed this year, 1923. The officers are the same as the Flint Manufacturing Company and fine yarns will be manufactured.

The Myrtle Mills, Inc., is another Gray-Separk mill. The equipment consists of 10,240 spindles. They manufacture 30's to 60's double carded and 36's to 45's reverse twist ply yarns. J. L. Gray is president and general manager; J. H. Separk,

Gray-Separk Group of Mills



MOTHERS' CLUB AT ARLINGTON MILLS

secretary and treasurer; M. B. Cloninger, superintendent.

The Arrow Mills, Inc., located at Lincolnton, N. C., is also a member of the Gray-Separk chain and under the same splendid management. J. Lee Robinson, of Gastonia, is president; J. H. Separk, of the same city, secretary and treasurer; J. L. Gray, also of Gastonia, general manager and vice-president. D. H. Cloninger is superintendent. The equipment comprises 12,096 spindles and the goods manufactured are combed peeler yarns 36's to 50's and super carded 50's.

As stated in the beginning, the executives of this splendid chain of mills are known throughout the textile world as a powerful organization of progressive financiers. They have had a great vision and they are pressing onward and upward, never satisfied to stand still, not only a power in the textile and financial world, but a powerful factor in educational and welfare work among the poorer class of white citizens of the South.

In the Gray-Separk mills have not only carefully planned and developed their cotton mill properites, incorporating all modern features of construction and equipment for more efficient operations in their mills, but they have also adopted the most modern systems and devices for making their working and living conditions in their mills and villages the very best to be found anywhere. And it is especially with the working and living conditions that this article deals.

The operatives, pure bred American stock, are generally from the mountains and foothills of North Carolina, their native State. Like our original New Englanders, they have always had hard work to make a living and appreciate opportunity. Work, with them, is not only a necessity but a pleasure. These people are of great native intelligence and quick to learn. Because most of the operatives in Southern cotton mills are of pure Anglo-Saxon blood, speaking only the English language, there is a warm, sympathetic understanding between labor and capital that has been an important factor in the development and success of the textile industry in the South.

In the Gray-Separk chain of mills the management has not had to provide educational, social and spiritual facilities. For their people all these are taken care of in the privileges of citizenship in the towns wherein the mills are located. But in no great industrial organization has there been a finer development of real community and welfare work than in the Gray-Separk Mills.

Community work as a part of the program of the Gray-Separk chain of mills began in May, 1918, with the coming of Miss Mable Potts. Miss Potts was in the field just a month when she entered the Army Nurse Corps for service during the World War. However, in this short period of time, the value of this work had been assured, and upon her return from France in September, 1919, it was resumed. Miss Potts included in her territory the Gray, Parkdale and Arlington Mills, located in West Gastonia, endearing herself to those people and paving the way for later and more concentrated efforts by a sympathetic and appreciative attitude toward the worker and the work. Later in the year Miss Potts was assisted by Miss Edith Pickens, who did valuable and lasting good in social work, organizing clubs, some of which are still functionmg in the communities.

In the fall of 1920, the nursing service was extended to the Flint Mills village, located in East Gastonia, with Miss Macie Potts in charge. About this time the pres-

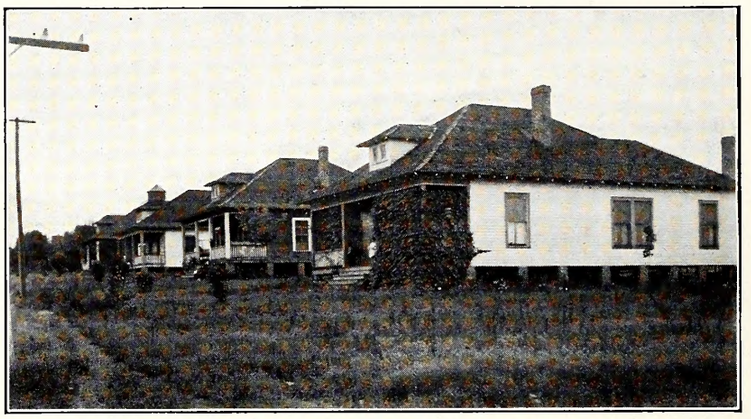


COTTAGES AT FLINT MILL

Gray-Separk Group of Mills



SCHOOL AT ARLINGTON MILL



COTTAGES AT FLINT MILL

ent large, modern community houses were erected at the Flint, Gray and Arlington Mills, giving the workers opportunity to do more definite, recreational and educational work.

By means of the faithful efforts of these workers, the interest and co-operation of the mill executives and the friendly attitude of the mill operatives, the work has grown at a rapid pace during the four years, as the following statement of present conditions will show.

Seven of the Gray-Separk Mills, namely, Gray, Parkdale, Flint No. 1 and No. 2, Arlington, Myrtle and Arkray, are now served by four community workers, three public health nurses and a domestic science teacher. Approximately six hundred families are included in these villages.

Realizing what an important part the human element plays in the success of any business, as well as the fact that the educated operative is the most efficient, the management of the Gray-Separk Mills have developed their community work from a small beginning with one worker in charge, until now it radiates in an organized manner from three community centers—three community houses which are rapidly becoming ideally equipped for a great work.

Each community house is a large frame structure situated near the mill. On first floor is kitchen, well equipped for the teaching of classes in domestic science, a dining room large enough for all community needs—banquets, suppers, etc.; a well furnished and operated barber shop; bath rooms for men and women; and a Girls' Club Room, recently furnished in a comfortable and artistic manner.

On the second floor—a large auditorium, where amateur plays and all community gatherings are held; a library where recently reference books, fiction and current magazines have been placed for the use of the mill families; the nurse's office and first aid room, modernly equipped with complete sterilizing facilities for all kinds of dressings and minor operations.

The activities of each community are as varied as their interests. Among the men we find baseball and basket ball teams functioning actively, boxing matches, etc. Then there are girls' clubs, mothers' clubs and religious organizations. Part of the club work is under supervision, but, as the work enlarges, the people of the village take the initiative and responsibility in carrying on these organizations. The community houses are not only used by the village but also by church societies for spiritual, social and business meetings. Individuals in the community often entertain there when the homes are too small, and one in a while the office force enjoys a "get-together" at one of these community buildings.

Health work centers largely in visiting nursing but includes classes in home hygiene and care of the sick, Little Mothers' Leagues, school nursing in the village, co-operation with the State Board of Health in its health campaigns, clinics and first aid.

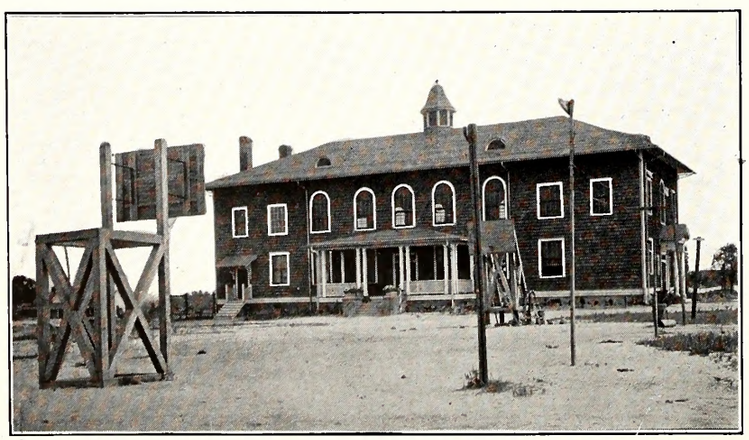
A very valuable phase of community work has been developed by recent organization of classes in home economics by Miss Lucile Tatum. These classes are composwith subjects relating to good ed of mill girls and women and deal housekeeping and home making. The interest in this work is evident from the good attendance and enthusiasm of the class members.

The outstanding characteristics of the Gray-Separk villages is the friendly relations existing between employer and employee, due, no doubt, to an unusual type of people employed and the hadmonious directing of the organization. And with the existing splendid co-operation of the mill executives and their continued interest and confidence community work will continue to expand and be an invaluable asset to the community and corporation.

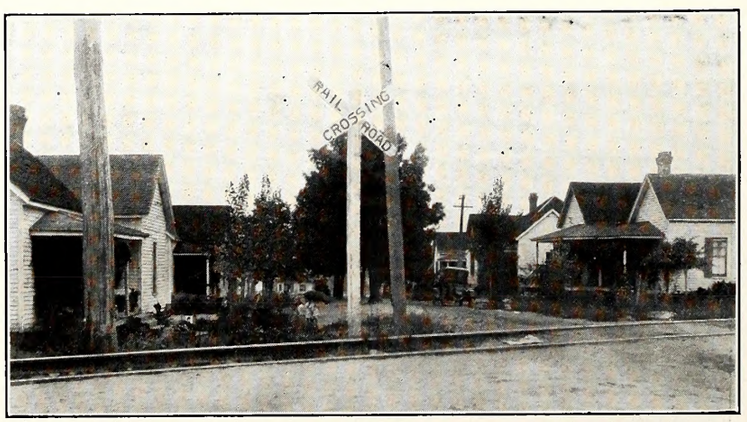
From the foregoing it is easy to understand what a magnificent work is going on in the Gray-Separk communities in developing and advancing their people, giving their minds and bodies an opportunity to grow and expand along lines of higher civilization and citizenship.

The South of today inherits traits of character which have come down through generation after generation, traits which give to its people the virility, the force, the energy, the creative, constructive power and managerial ability which is but the natural inheritance of a people whose ancestors were to a large extent the greatest business leaders and scientists which the nation had produced prior to 1860. Most of the owners and operators of cotton mills claim such an inheritance, being native Southerners. Thus it is with the Gray-Separk executives, and, because of the wonderful work they are doing for their fellow man; they are sending out into the life of our great country an unending stream of boys, girls, men and women, who are being trained to carry on every line of human activity. These people of pure Anglo-Saxon blood, given their opportunity, will become leading citizens in the next few generations.

The Gray-Separk organization is representative in every way of the fine yarn industry of Gaston county. It has been a very material factor in building up the reputation of the mills of the county, a reputation based upon quality production and the manufacturing efficiency of mill owners and employees.

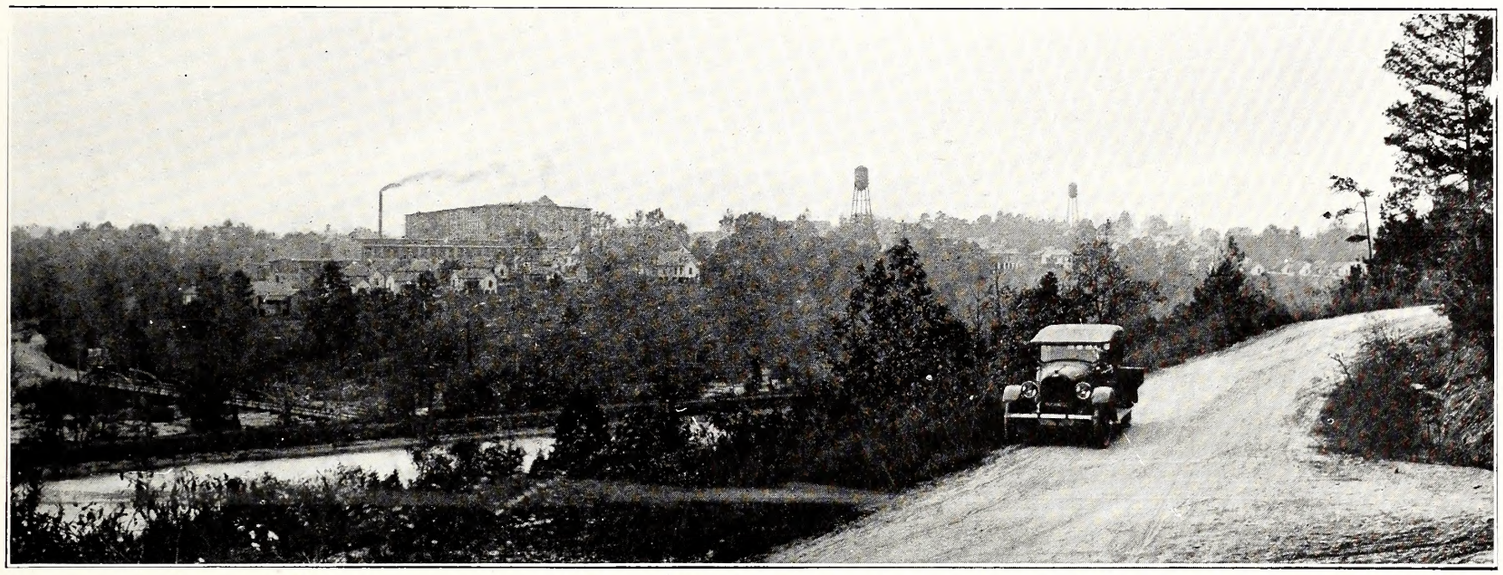


COMMUNITY BUILDING OF GRAY-SEPARK MILLS



STREET AT PARKDALE MILLS, GASTONIA, N. C.

Ware Shoals Manufacturing Company



WARE SHOALS MANUFACTURING COMPANY, WARE SHOALS, S. C.

Where there once was a wilderness abounding in the natural beauties of hill, wood and stream there is today one of the most beautiful little industrial cities to be found anywhere in South Carolina. The progressive little city of Ware Shoals with all the adjuncts and modern institutions pertaining to it belong to the Ware Shoals Manufacturing Company. The business enterprises of this manufacturing organization include the two cotton mills, known as Mill No. 1 and Mill No. 2; the office and shops of the Ware Shoals Railroad Company, The Bank of Ware Shoals with resources of over $500,000, and savings deposits of $150,000, of which 75 per cent is in the names of the employees of the Ware Shoals Manufacturing Company; the Ware Shoals Department Store, which is complete in every department and where everything is sold at little above cost, with no profiteering allowed; the Ware Shoals Oil Mills and Gin, which is most substantial and modern in construction, and the Ware Shoals Farms.

The project was started by N. B. Dial, who is at present in the United States Senate, but its development has been under the management of Ben D. Riegel, of New York, who is now its president and treasurer.

When Senator Dial started power development at this place the surrounding land was so rough and irregular that few could have foreseen the present beautiful mill village and community that now surrounds Ware Shoals.

The Ware Shoals Manufacturing Company now has a capital stock of $1,300,000, and the combined spindleage of the two mills is 70,200 and 1,907 looms are included in the equipment. The products of the mills are sheeting, shirting, drills, prints and osnaburgs.

The officers, in addition to Mr. Reigel, are J. C. Gambrell, assistant treasurer, and W. C. Cobb, superintendent.

Mr. Gambrell is a young man who has grown up in the service of the company and won a well deserved promotion.

Superintendent Cobb is one of the top notch superintendents of the South and the esteem in which he is held by his employees and the public generally is indeed remarkable, but has been won by his high character and his genial disposition.

This company appreciates the fact that the success of any enterprise depends largely upon the human element connected with it. The owners believe in treating their help as they themselves would like to be treated. They realize that their employees are human beings just like themselves, with ambitions and are entitled to a great deal more than a bare living. Now, because these generous officers are very human and very much interested in the welfare of their fellow men, they have gone the limit in the way of doing every single thing possible for the advancement and benefit of their employees.

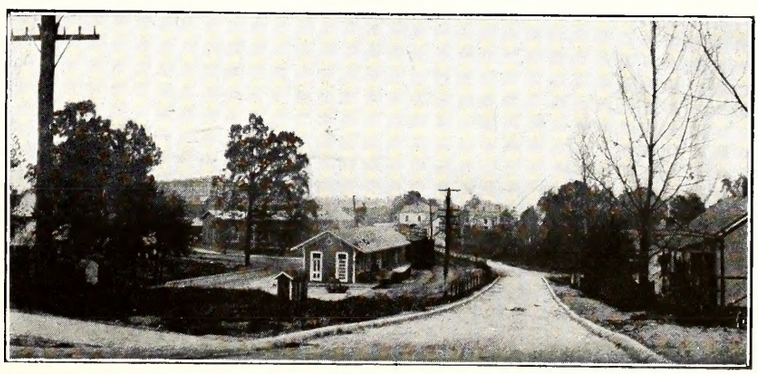
In the matter of working conditions in the mills, one could hardly find things more comfortable, convenient, pleasant and healthful than in the Ware Shoals Mills. There are some 1,000 persons employed in the mills, and working conditions are as nearly perfect as they could be made.

The town has a population of 3,000 inhabitants. Of course some of these people own their property, but the operatives in the cotton mills have found it more satisfactory to live in the beautiful houses that have been provided by the management. There are 450 of these houses, principally one-story cottages and bungalows, modern in every respect, prettily painted, convenient and comfortable, with water and electric lights in all the houses, some have sewerage too, and it is being put in the others as rapidly as possible. The people appreciate these nice homes and do their best to keep them neat and sanitary. The premises are made very attractive and homelike with their well cultivated gardens where vegetables are raised in winter as well as during the summer months, and the grassy lawns in front have bright splotches of color here and there to add to their beauty, for flowers are grown in an abundance. Interest in flowers and gardens is stimulated by the offering of substantial prizes for the best classes of vegetables and flowers.

The entire town is most pleasing with its paved streets, concrete sidewalks, beautiful shade trees which have been planted, and in many instances fine native trees which have been left standing. Besides the stores and other enterprises mentioned in the beginning of this article many unusual advantages and opportunities have been provided for the education of the children of the town. There are two handsome school buildings which have been erected for the use of the white children. These buildings are all modern in both construction and equipment. There are 550 pupils in the day school with a corps of competent teachers to instruct the children up through the tenth grade. The colored people have not been neglected, a good, modern building with two capable teachers in charge takes care of

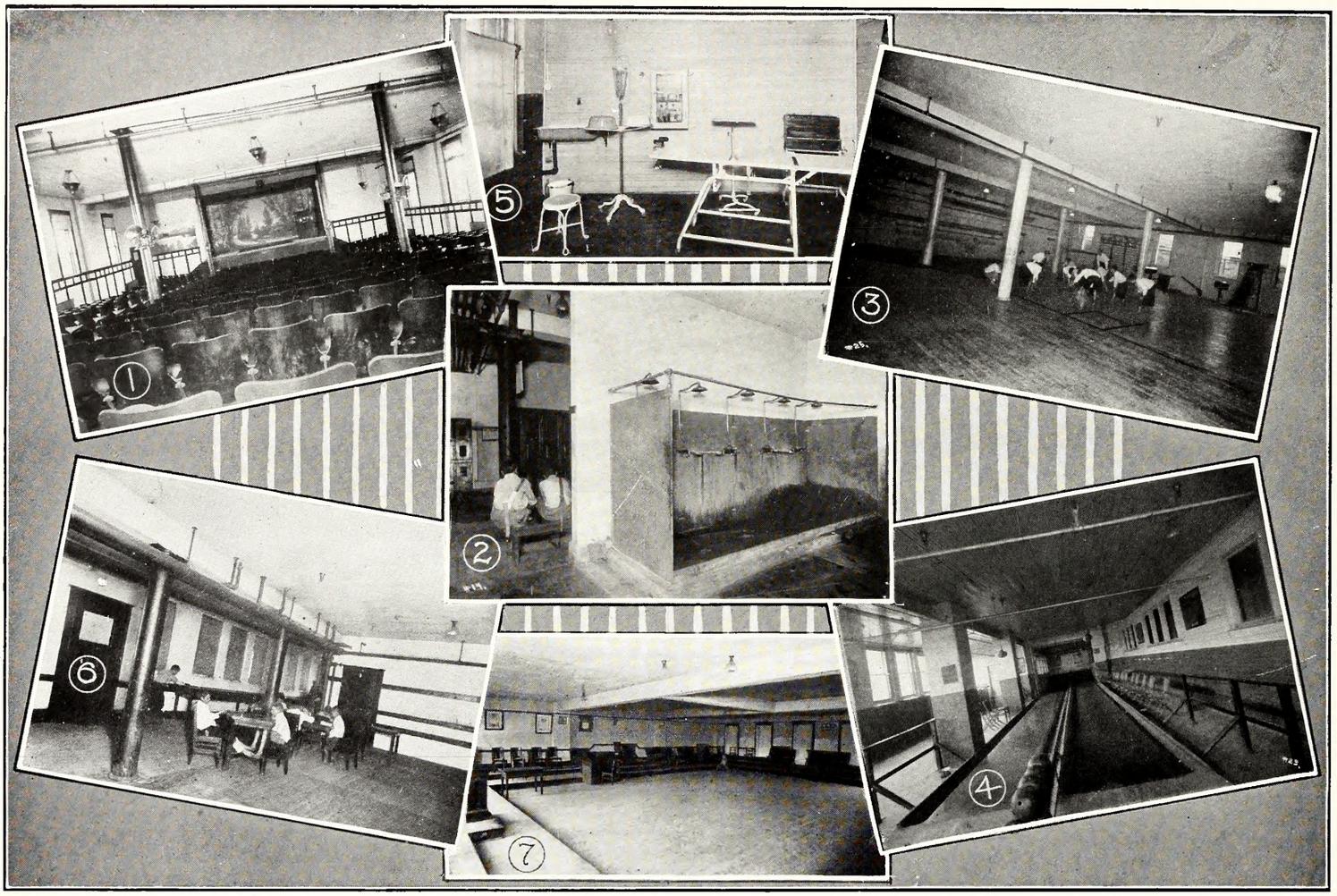


COTTAGE AT WARE SHOALS



STREET SCENE

Ware Shoals Manufacturing Company



(1) AUDITORIUM; (2) BATHS; (3) GYMNASIUM; (4) BOWLING ALLEY; (5) FIRST AID ROOM; (6) GAME ROOM; (7) SKATING ROOM

their wants. There are 60 negro children attending this school. A night school for white people has 75 scholars, 50 of whom are in the Textile Night School. There is also a night school for the negroes. The school district has compulsory education, which was adopted with only two dissenting votes.

Four handsome churches take care of the religious life of the town. Three of these were built by the mills, the fourth was built by the congregation with generous contributions from the mills. And the mills donate liberally to the upkeep of all of them. The negroes have their churches, too, and have received equal support from the mills.

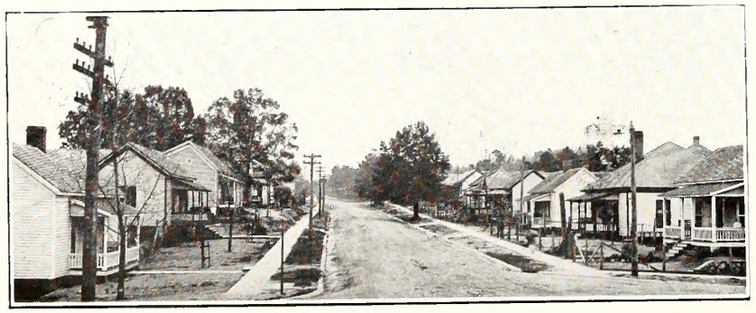


DAIRY AT WARE SHOALS

Naturally each of these churches has its Sunday school, one never heard of a church that neglected training the children.

The welfare work of the community is carried on under the direction of a trained worker, a young woman of fine capabilities, kind and tactful, who is winning her way into the hearts of the people and accomplishing untold good among them.

The center of all social life is the handsome structure known as Katherine Hall, a splendid Y. M. C. A., which has been erected at a cost of $40,000. This building and its activities are the result of Benj. D. Reigel's interest in the welfare and

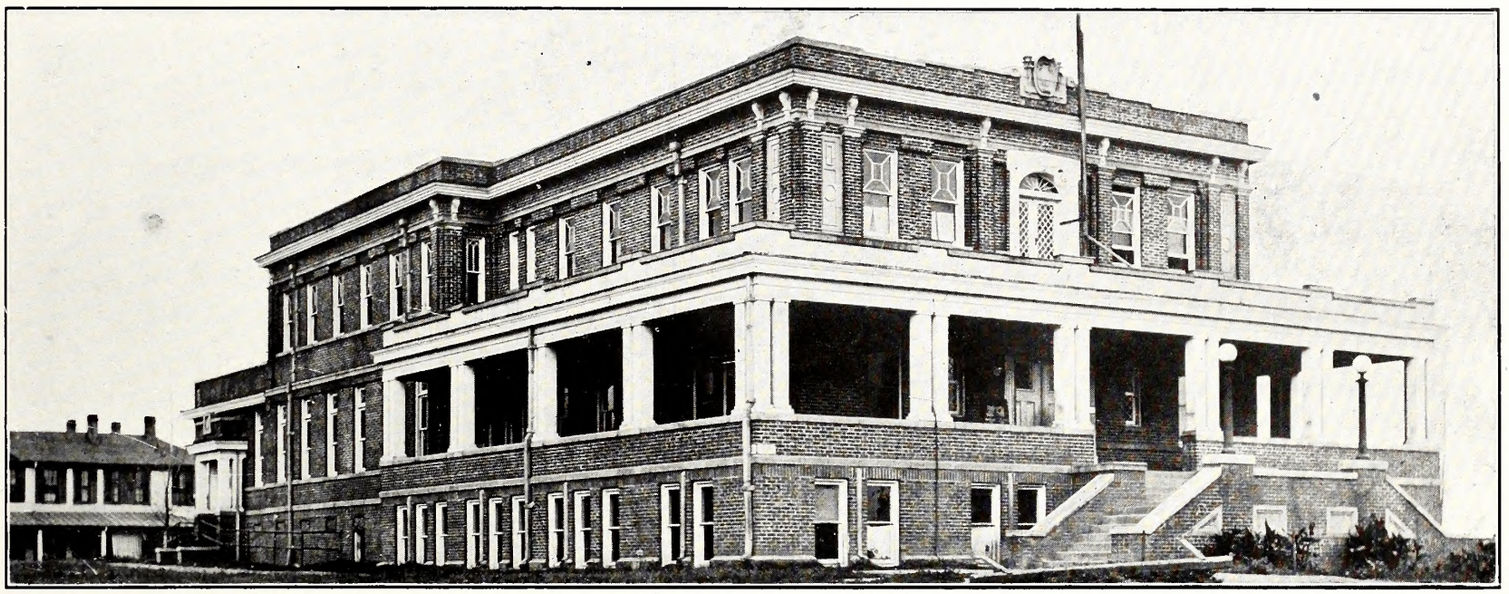


STREET SCENE



STREET SCENE

Ware Shoals Manufacturing Company



KATHERINE HALL

improvement of his people. The building is named in honor of his daughter, Katherine. Katherine Hall is complete in every respect. There are reading rooms, billiard room, bowling alleys, gymnasium, baths, shower and tub with lockers for men and women, a band room for the use of Reigel Concert Band, which is a string band composed of employees. There is a banquet hall and kitchen, lodge rooms and a handsomely appointed auditorium with its opera chairs, stage, lighting and scenic effects. The seating capacity is five hundred, and frequent entertainments are given by local and foreign talent. Katherine Hall is for the use of the women of the community as well as for the men. The various clubs, such as Overseers, Bowling Club, Bird Club, Camp Fire Girls, Girl Scouts, Boy Scouts, Red Cross, all have their meetings in the buildings. A great interest is manifested in sports such as baseball, volley ball, tennis and basketball. There is also a complete library at the Y. M. C. A. for the use of the public, and there is another library in connection with the schools.

The progressiveness of the Ware Shoals Manufacturing Company is shown in the fact that they have a splendidly equipped dairy plant, which is operated for the benefit of the employees, the milk being sold at cost.

Mr. Reigel has taken a special interest in the development of the dairy and has a just pride in the herd of blooded cattle. He has done much to assist that section of South Carolina to secure better dairy stock.

An up-to-date laundry has been installed where the people may havve their laundry done at actual cost, thus doing away with the drudgery and disagreeable work of the women in the homes.

Beautiful playgrounds and parks are located here and there in the The playgrounds are equipped with town for the use of the children, all sorts of play apparatus for the amusement of the children.

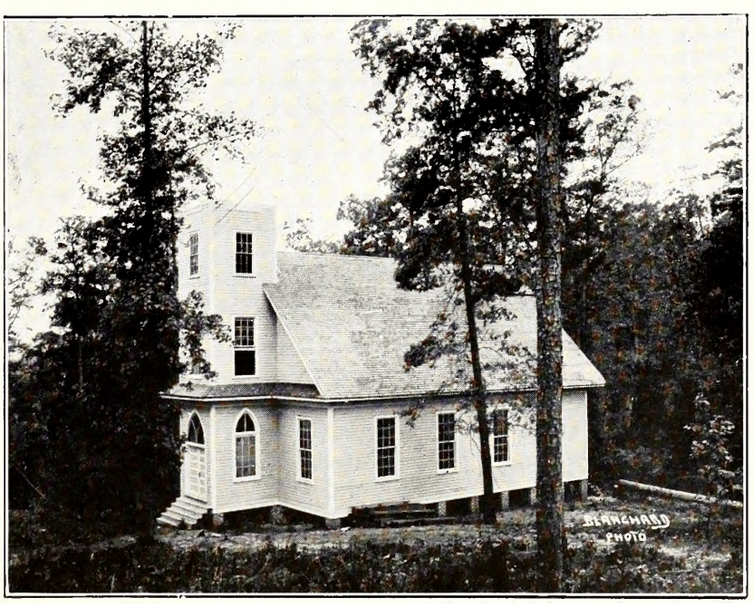
In connection with the mills there is a completely equipped first aid room with everything necessary for performing minor operations. The mill physician is employed regularly and a trained nurse is employed when necessary. Everything possible has been done to keep the town in a healthy, sanitary condition and there is very little sickness in the community. Mosquitoes and flies are are guarded against by thorough screening and seeing to it that no pools of water are left standing to stagnate.

The operatives employed in these mills are alert and intelligent, with a fine appreciation of the many advantages offered at the Ware Shoals Manufacturing Company and they seldom make changes. About 15 per cent of them are saving money and some of them own property which shows the thrift spirit of the help.

Mr. Riegel gives his personal attention to overseeing the welfare work of the company. His associates are equally interested in improvements and there is a most friendly atmosphere permeating the entire mills and community.

The Ware Shoals Manufacturing Company has been unusually successful in all of its undertakings. The spirit of mutual confidence and dependence between the mill owners and the workers is in a large measure responsible for this success. Recognizing that no system of welfare work that savors of charity would be of lasting satisfaction, the company has planned its work so that the operatives must lend their own efforts to those of the company in carrying out the program. Both





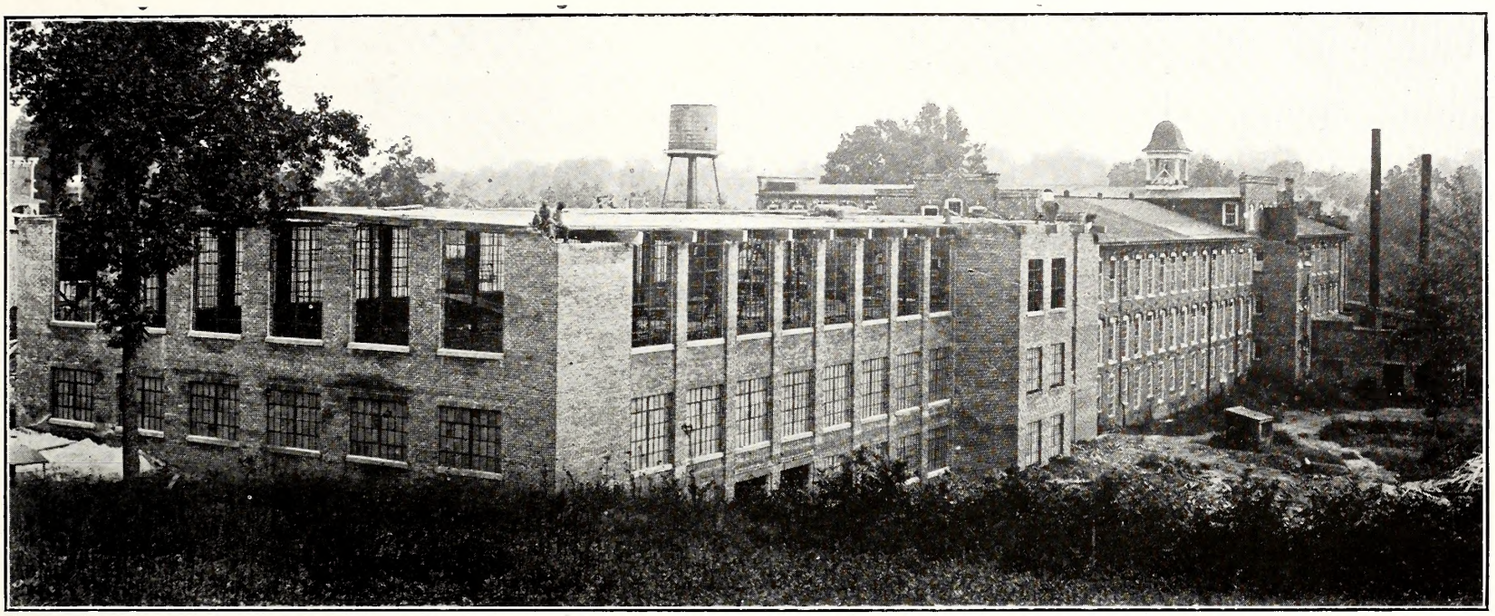
CHURCHES AT WARE SHOALS

Ware Shoals Manufacturing Company



ATHLETIC TEAMS, BOY SCOUTS, AND CIRCUS TEAM OF OPERATIVES AT WARE SHOALS, S. C.

Leward Cotton Mills



LEWARD COTTON MILLS, WORTHVILLE, N. C.

The Leward Cotton Mills were founded in 1881 by Dr. John M. Worth, at Worthville, N. C., on Deep River, near Randleman, N. C. The bricks in the old mill building were all made right on the ground at that time and are as good as new today.

In 1920 the old mill building was thoroughly overhauled and new floor beams and new floors put in. In the same year the old power plant on the river was torn down and replaced with modern concrete buildings and equipment. In 1922 the company built an auxiliary power plant on Pole Cat Creek, developing approximately 150 H. P. and with the auxiliary plant have a maximum of 550 H. P., hydro-electric.

From the above statement it may be seen that the Leward Cotton Mills have enjoyed a continuous growth and since they were first founded, although they have changed hands several times. They were known as the Riverside Mills from 1913 to 1923, when the present name was given them.

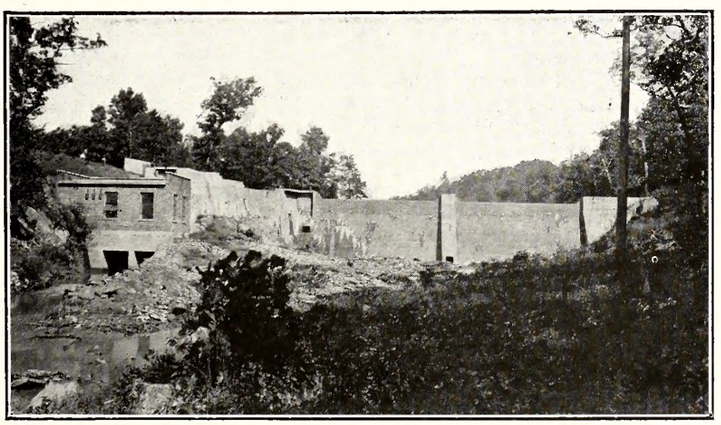
The present owners are: J. S. Lewis, president of the corporation. Mr. Lewis became interested in the business in 1913 and has been president since that time. Previously Mr. Lewis was for a number of years in naval stores and the timber business in Alabama. He returned to North Carolina about eighteen years ago. He is president of the First National Bank of Asheboro and is interested in many of the industrial enterprises of the county. Mr. W. L. Ward, secretary and treasurer of the Leward Mills, has been connected with the mills since 1913, was elected to his present position in 1919. Prior to that time he was vice-president of the company.

W. J. Jennings is the efficient superintendent; a very capable textile man, thoroughly wide awake and up-to-date in his ideas for the development and progress of the mills. Mr. Ward and his superintendent work in perfect harmony. Both have progressive ideas and very liberal policies with regard to the treatment of their help. Mr. Ward gives the business his personal attention, works hard, stays on the job, is on friendly terms with his operatives and because of his winning personality has their confidence and hearty co-operation.

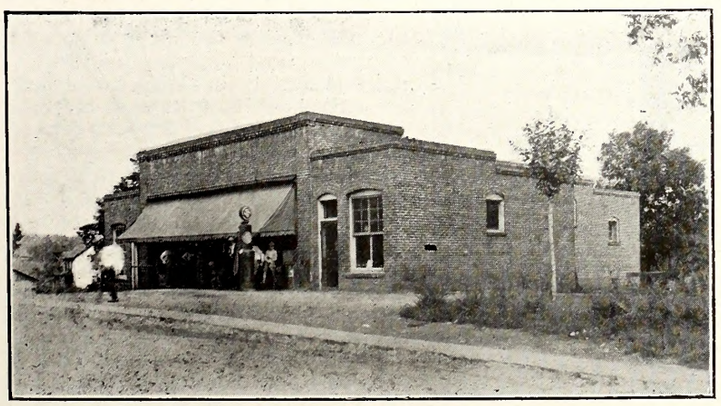
Beginning in 1923 the capital stock of the mills was raised from $125,000 to $500,000. Lockwood, Greene & Co. were employed to develop plans for additional building and equipment—two full floors and basement; new main building 85x161 feet; new picker house 45x50 feet; new opening room 25x40 feet; giving an additional floor space of 30,000 square feet.

The equipment of the mill at present is 5,888 spindles and 188 looms, but with the improvements that are being made now and the additional new machinery there will be 10,500 spindles and 300 looms. All equipment will be modern and up-to-date. Ultimate plans are that all equipment shall be electrically driven. The new looms being installed are all equipped with individual motor drives.

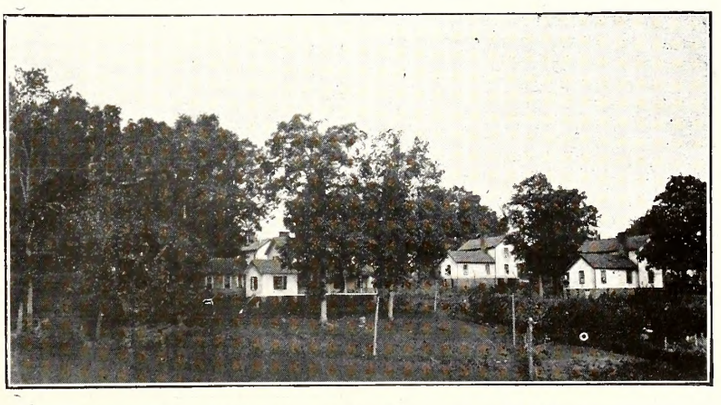
The products of the mills are drills and sheetings. One hundred and fifty operatives are employed. Most of these people have been with the mills since they first started through several generations. They are a good class of citizens, sober, industrious, interested in their work and very loyal to the management.



POWER PLANT AT LEWARD COTTON MILLS

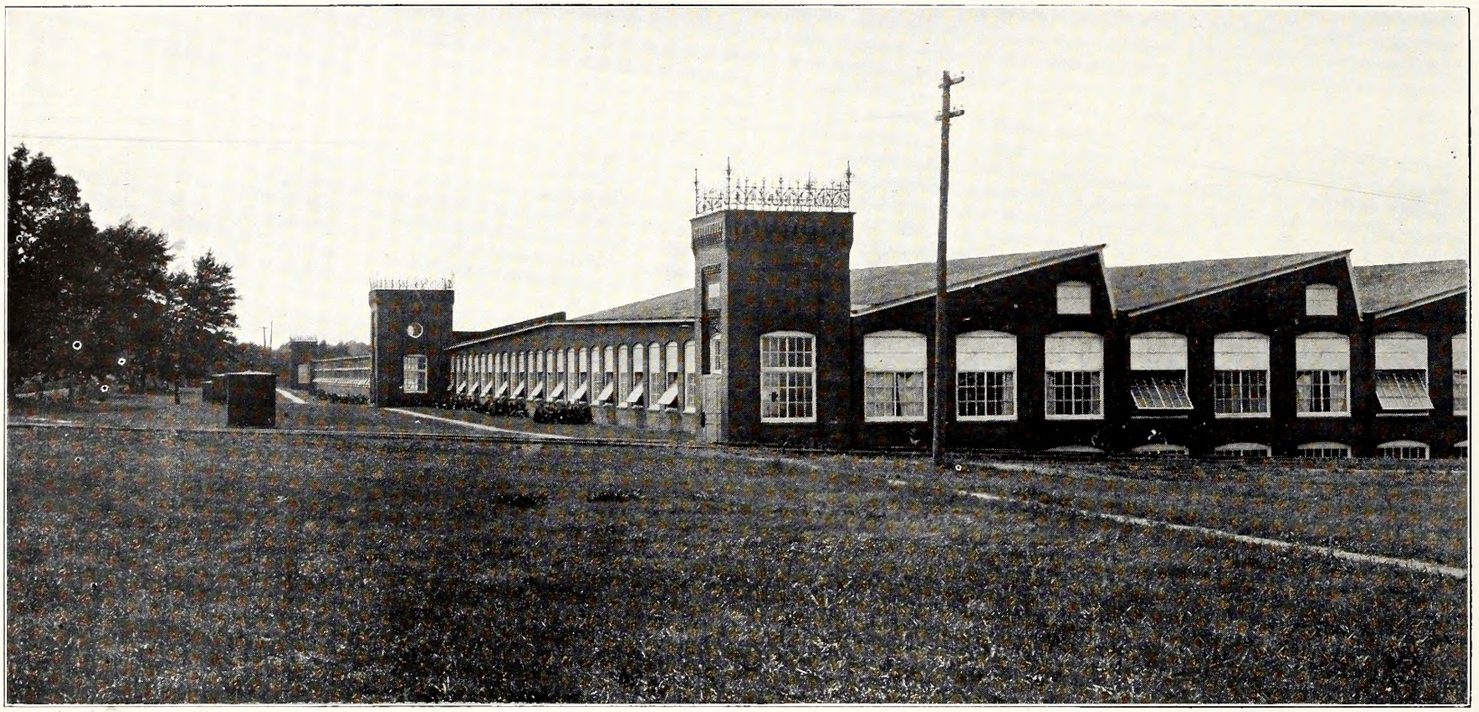


STORE AT LEWARD COTTON MILLS



VIEW OF VILLAGE, LEWARD COTTON MILLS

Erwin Cotton Mills



PART OF ERWIN COTTON MILLS NO. 4, WEST DURHAM, N. C.

The Erwin Mills, located at West Durham, N. C., were incorporated in 1892. The following year, 1893, the first mill was completed. Its growth was very rapid and successful and in 1895 both buildings and equipment were doubled. This plant is known as Mill No. 1. Subsequent growth was steady, and in 1910 the mill known as Mill No. 4, was completed. The company has two mills outside of Durham county, known as Mill No. 2, located at Duke, N. C., built in 1903, in Harnett county, and Mill No. 3, located at Cooleemee, N. C., and Mill No. 5 at Duke is now being built.

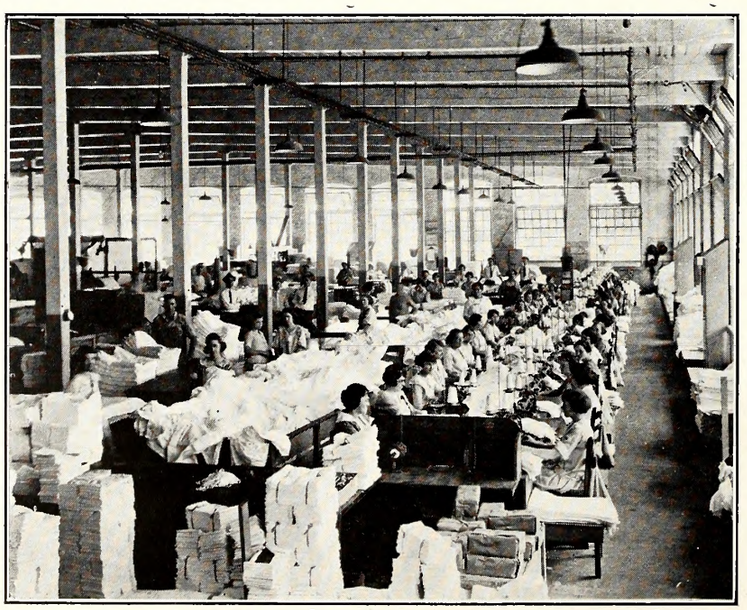
The active head of this company, W. A. Erwin, has been in charge of the company's affairs since its organization, and it is largely due to his splendid leadership that it has made such an enviable record.

The present officers of the company are B. N. Duke, president; John Sprunt Hill, vice-president; W. A. Erwin, secretary and treasurer; K. P. Lewis, assistant secretary and treasurer.

The plant at West Durham, of which E. K. Powe is manager and P. B. Parks, assistant manager, is composed of modern factory construction mill buildings with the most approved systems for making working conditions most healthful and comfortable. The management knows the value of keeping their mills up-to-date in the matter of equipment and buildings, and they have a policy of renewal and replacement which keeps the mills modern. The combined spindleage of the Erwin Cotton Mills No. 1 and No. 4 is 75,000, and there are 903 looms of ordinary width and 1,030 broad looms. All this machinery is operated by hydro-electric, or steam power may be used. The products are denims, wide sheeting, sheets and pillow cases.

The village at the Erwin Cotton Mills Nos. 1 and 4 at West Durham has a population of approximately 4,500 inhabitants. This village has been very largely developed and built up by the Erwin Cotton Mills Company. The management has built three hundred and twenty-five neat, pretty cottages, many of them of bungalow type, of pleasing styles of architecture, for the use of their operatives, and many of the operatives have built and own their own homes. The village has been carefully planned and built and is most attractive with its well paved streets, nice shade trees, flowers and shrubs. The houses are convenient and comfortable. Each home has plenty of space for a garden in the back and flowers and lawn in front.

The village is complete within itself with its stores, laundries, libraries, schools, churches, amusements, and everything else included in a modern little town. There is every advantage offered the operative and his family at the Erwin Cotton Mills, and besides all this he is so close to Durham proper that he has additional opportunities for improvement for himself and his family that make his advantages very wonderful indeed.



SECTION OF SHEET FACTORY, ERWIN COTTON MILLS NO. 4

The environments in the mills are all that could be desired. From the pictures, one may gather that there is a desire on the part of the management to develop the aesthetic tastes of the people as well as the practical. The grounds surrounding the mills and the bleachery are very beautiful and clean, and the interior of the buildings are equally as attractive. These conditions are bound to inspire a spirit of pride and personal neatness in the operatives. This same atmosphere is to be found throughout the entire community; everything is as neat and clean and sanitary as possible. Civic pride is being taught the people and they are putting it into effect in their homes and premises.

Educational facilities at the Erwin Cotton Mills are unusually good. There are two splendid school buildings, modern in architecture and in up-to-date equipment—West Durham Graded School and the West Durham High School. Thirty-six teachers are employed and approximately 1,200 pupils are enrolled and in regular attendance.

The management tries to make the help realize the importance of education, try to impress them with the fact that their children will be the citizens of the future. It is frequently the case that families come into cotton mills for the express purpose of giving their children an education, and in such cases the parent will work very hard and deprive themselves in order to carry out their plans.

Community work at the Erwin Cotton Mills is carried on in a very extensive way. The beautiful new auditorium which has recently been completed is without a doubt one of the most valuable assets of the community life of West Durham.

Erwin Cotton Mills



ERWIN AUDITORIUM AT ERWIN COTTON MILLS, WEST DURHAM, N. C.

This building was erected and is maintained by the Erwin Cotton Mills for the sole benefit of their operatives, their families, friends and patrons of the factory. This new institution is rapidly proving one of the most popular gathering places of the vicinity, for recreation, amusement and instruction. Tabulations show that each week from 3,000 to 4,000 persons use the building for various purposes.

The Company has for the supervision of their new community building a highly competent, trained corps of men and women.

This magnificent building, with its trained supervisors, is an evidence of the very personal interest the officials of the Erwin Cotton Mills have in those who are in their employ. They have provided for them one of the most useful buildings in the city and the operatives are most enthusiastic in their response and acceptance of the efforts on their behalf.

The Erwin Auditorium is the center of all community work; everything revolves around that center. The building was completed over a year ago. The location is very central and desirable, being in the center of a three-acre plot a few hundred yards removed from the mills. The building is very strong and substantial, being built of brick and trimmed in sandstone. The general outline of the building forms the letter T; the front of the building, comprising the east and west wings, is divided into three sections. The middle section is a large lobby used entirely by men. In this room, which is approximately 40x60 feet, are a number of tables on which checkers, chess and various other games may be played. A large number of good current magazines are kept on file, as well as the daily papers. Large, comfortable arm chairs afford an ideal place for reading and resting.

In the East wing of the building is found an excellent library containing 1,600 volumes, classics, reference books, and current literature. Here also is found a file of daily papers and current magazines.

The West wing is devoted to the boys' lobby, reading room, etc. They also have their games and other amusements.

The auditorium is the main feature of the entire building, being 100 feet long and 60 feet wide. It has a seating capacity, including the balcony, of 1,000 persons. The main floor has removable chairs and can be converted into a large volley or basketball court. During the winter months there is a regular schedule of volley and basketball games. Keen interest is manifested in these games and there are several excellent teams. The south end of the auditorium contains stage and dressing rooms. The stage is completely equipped in every respect with footlights, scenic effects, etc., and numerous amateur entertainments have been successfully presented by local talent. Music is furnished by two good pianos which are a part of the equipment. A motion picture screen of the very best quality is also included in the stage properties. The motion picture booth of the auditorium contains the very latest models of projection machines, two large Simplex machines, with apparatus for changing alternating current to direct current makes it possible for the clearest kind of motion pictures to shown.

The balcony of the auditorium is equipped with regular opera chairs and the seating capacity is sufficient to enable several hundred persons to witness the various games played on the main floor.

The top floor of the building contains the social rooms for girls and women, domestic science department, several rooms used for vocational training classes and a large music and concert room which will easily accommodate two hundred and twenty-five people. The music room, which is beautifully furnished, has a handsome baby grand piano of the highest quality.

The domestic science department contains all equipment for the operation of a modern school of this kind. This department is used by a number of classes of girls in which sewing, cooking, embroidery, basketry and various arts of this kinds are taught. Classes are conducted regularly in vocational training. This feature of the institution has been found to be invaluable.

In the basement of the building are to be found amusements for lovers of aquatic sports and bowling. Without a doubt there is no swimming pool in this section that will anything like compare with the one at Erwin Auditorium. The pool measures 20 by 80 feet and ranges in depth from 2½ to 8 feet. Water filling the pool can be purified by the use of the ultra-violet ray equipment in eight hours. By running this apparatus continuously for one day the pool can be purified three times. The water is steam heated to a comfortable temperature so that no chill is experienced by the bather. The bottom is marked off into sections by stripes of black tile, enabling the swimmer to move on a straight line during swimming races.

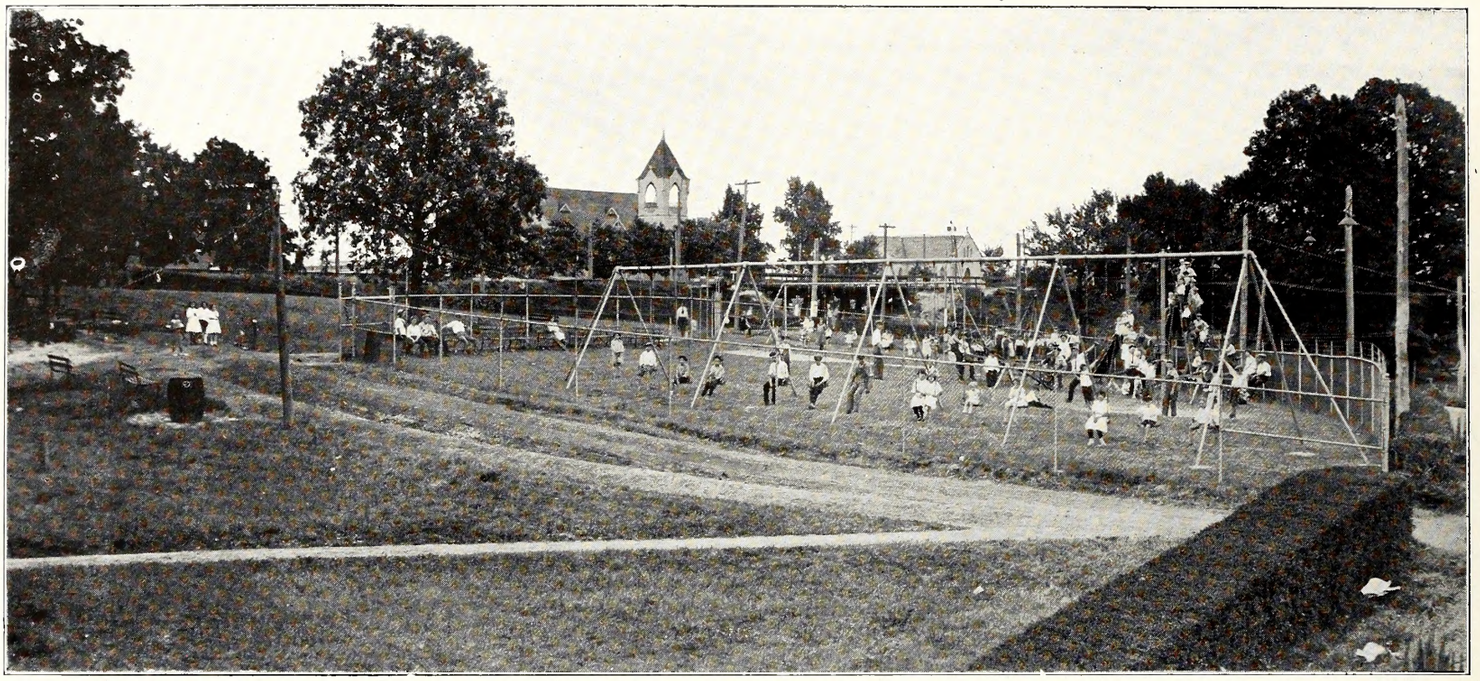
Another section of the basement is devoted to modern shower locker rooms. Separate rooms are used by the men and boys. Steel lockers give the bather a safe and dry place for his clothing. Shower baths with hot and cold water are furnished.

Three standard bowling alleys are most popular, bowling teams have been organized and several nights each week there are interesting games. The bowling alley rooms are large enough to admit a large number of spectators, being 80 feet long.

The cafeteria and the kitchen are located in the East wing of the basement. This is one of the most popular sections of the building. The cafeteria and kitchen are just as modern and complete in their equipment and furnishing as any other department. The cafeteria can easily be cleared and converted into an ideal place for parties and socials. With permission, Sunday school classes are able to conduct their social gatherings here. Flower shows have been given most successfully, and special dinners, barbecues. etc., are frequently undertaken.

From tennis courts to swimming pool there is everything for the exercise and development of the body, and with motion pictures, lectures, concerts, classes in various studies, and a library the Erwin

Erwin Cotton Mills



PLAYGROUND AT ERWIN PARK, WEST DURHAM, N. C.

Auditorium has provided ample means for the amusement and the development of the mind. There is little wonder that the operatives are contented to stay with the mills for thirty years or even longer.

Besides all the above advantages offered the people there are beautiful parks, playgrounds completely equipped with all kinds of play apparatus, five good churches and five large Sunday schools, a Boy Scout troop, various kinds of music, including an excellent brass band composed of mill operatives, an orchestra made up of mill workers, classes in chorus singing, piano, amateur theatricals, etc., and many other things too numerous to mention.

Practically all of the operatives are insured, a large number are saving money and have various investments. The employees of the Erwin Cotton Mills are a fine lot of citizens who are being developed and educated along broad lines.

Erwin Cotton Mill No. 2.

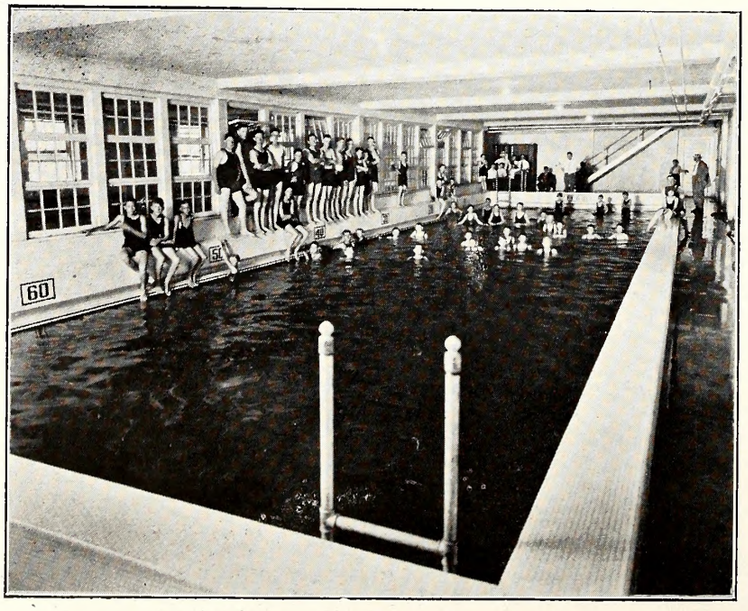
Erwin Cotton Mill No. 2 was founded in 1903 and is located at Duke, Harnett County, N. C. The executives are the same as for the other mills, but W. A. Erwin, Jr., is manager, and to his splendid management and fine executive ability is the prosperity of the mills largely due. Mr. Erwin is a "chip off the old block" and is thoroughly versed in textile work, having a practical knowledge of the business and is universally beloved at Duke.

The same splendid policies of conducting the mill and the same democratic, liberal treatment of the help is in effect at Erwin Cotton Mill No. 2 as in the other mills of the group. The buildings are modern mill construction with the most approved facilities for ventilating, humidifying, lighting, etc., thus making working conditions very pleasant and healthful. The equipment consists of 36,000 spindles and 1,152 looms of the type best suited to gain the greatest efficiency in the manufacture of indigo blue denims. Six hundred and fifty operatives are employed.

The village has a population of 2,000 inhabitants. There are three hundred and fifty houses, cottages and bungalows, very attractive in design, and neatly painted inside and out. These houses include sewerage, water, light, etc., among the various conveniences which have been included in their equipment.

Each house has its own lot of ground for a garden. Fine vegetables and beautiful flowers are raised in great quantities. The climate is especially adapted to the growing of roses and the village is known in that section as the Rose town. On nearly every cottage beautiful Rambler roses are in bloom about nine months every year. The people are encouraged in this work by the offering of substantial prizes for the finest vegetables and flowers. The premises of the homes are kept neat and sanitary. Classes in hygiene and sanitation aid in making the community understand the value of cleanliness.

The mill and surrounding grounds are kept very beautifully; the village streets are taken care of by a special sanitary department. Fine shade trees, hedges and clumps of brilliant flowers in season enhance the natural beauty of the village.



SWIMMING POOL AT ERWIN MILLS

A new, up-to-date school building takes care of the educational part of the community. This building is modernly equipped in a manner best suited for the development of the minds of the children; each room is complete in itself with blackboards, lockers for boys, others for girls; sanitary drinking fountains throughout the building; and all kinds of fine school equipment; it was built by a bond issue, practically all by the mills. Some six hundred children go regularly to school and are making excellent progress.

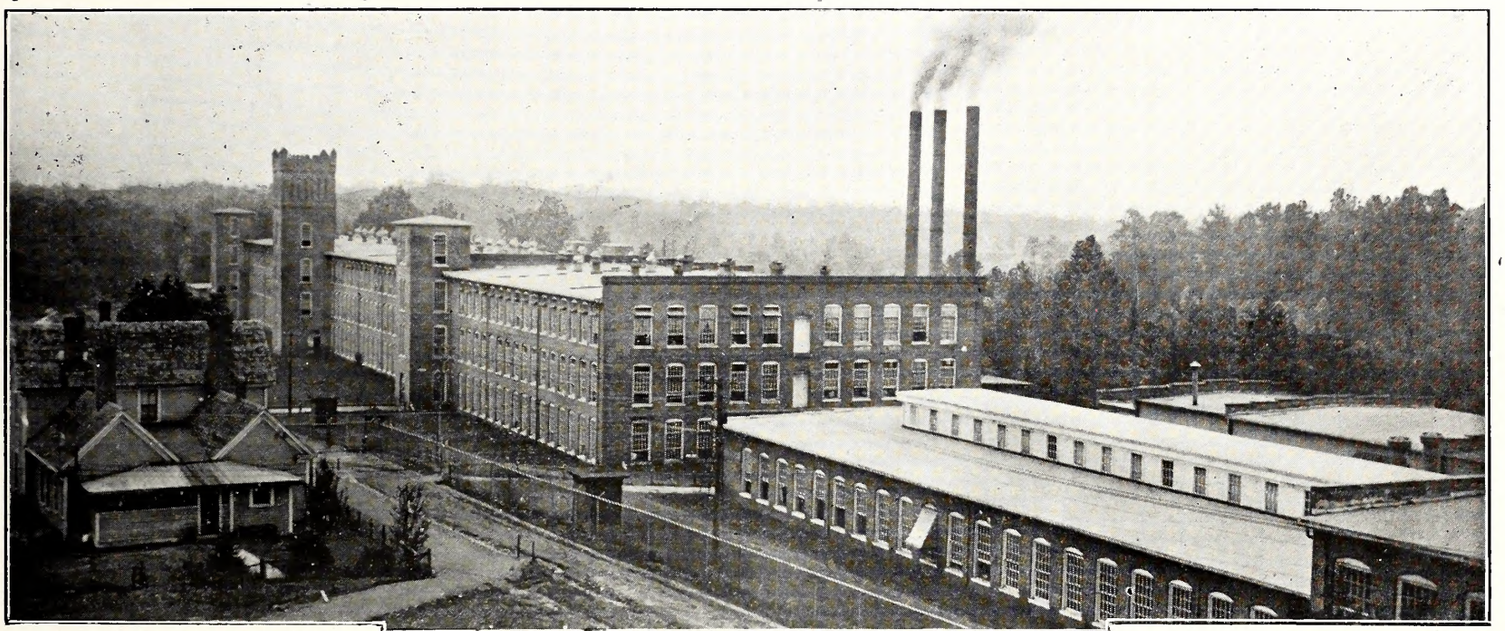
The village has its own churches and Sunday schools. Active interest is manifested along these lines, as the religious life of the cotton mill operatives means a great deal to them.

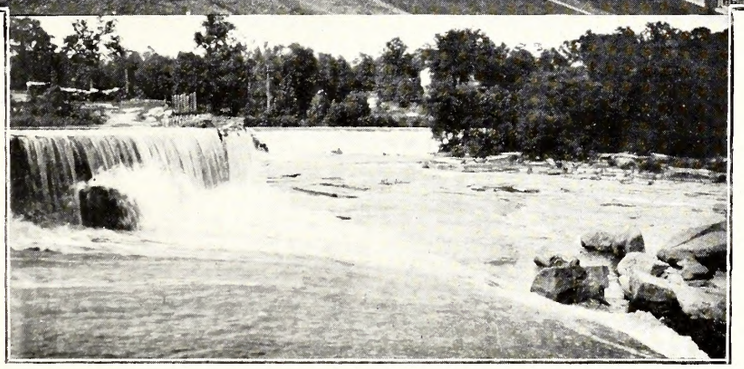
There is a good library. Playgrounds and parks have been developed and equipped by the management. There are moving pictures, bowling alleys, all kinds of sports, a good brass band composed of operatives, a Boy Scout troop. Good Hope Hospital, under the care of the skilled and experienced physician, Dr. W. P. Holt, is thoroughly equipped and is maintained for the benefit of the employees. All these and many other advantages are offered the employees of Erwin Cotton Mill No. 2.

That the employees appreciate the efforts of the management is proven by the fact that a number of them have been with the company for twenty years and could not be induced to go anywhere else to work. They are a quiet, steady, sober, industrious lot, home-loving and peaceable. Numbers of them are saving money for the proverbial rainy day; others have made nice investments.

Work is now proceeding on the

Erwin Cotton Mills





MILL AND DAM OF ERWIN COTTON MILLS NO. 3, COOLEEMEE, N. C.

construction of the Erwin No. 5 Mill at Duke. This will be a modern reinforced concrete plant to hold 36,000 spindles and 1,150 looms.

Erwin Cotton Mills No. 3

Erwin Cotton Mills No. 3 were founded in 1899 and have the same group of executives in common with the other Erwin Mills, though the manager is J. W. Zachary. These mills are in the same fine physical condition as the others, belong to the same people. Mr. Zachary is a man of wide experience, possessed of pleasing personality and good, hard common sense, which, coupled with his excellent business ability, has made a marked success of the mill.

Canton flannels, lickings and covert cloths are manufactured at this mill, the quality of which is such as to make the goods very popular in the markets. There are 48,000 spindles and 1,296 looms in the mills and some seven hundred persons are employed.

The village has a population of 2,300. Three hundred and seventy-five homes have been built to accommodate the mill families. These are cottages of the type generally found in modern mill villages; kept in good repair, convenient and comfortable. The operatives manifest much civic pride in their homes and premises. This interest is encouraged and stimulated by the offering of substantial cash prizes for the best gardens, yards, best kept premises, etc.

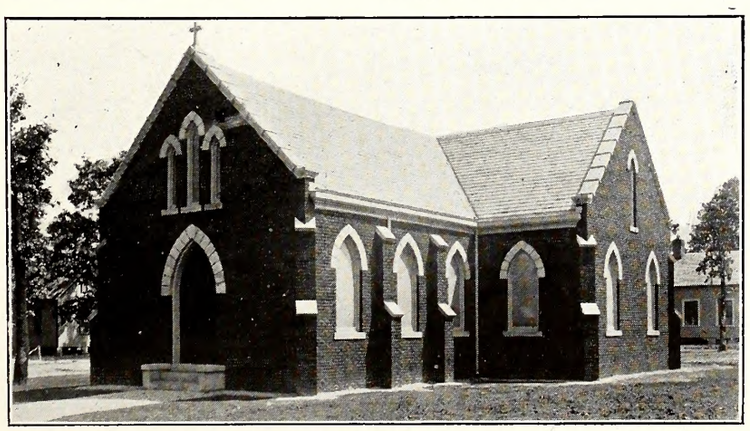
Community work has been largely developed at the Erwin Mill No. 3 and equally as fine results are being obtained by it as at the other mills. The work at both mills No. 2 and No. 3 is carried on along practically the same lines as at Mills No. 1 and No. 4. Interesting programs are carried out on various holiday occasions throughout the year. Various clubs for the different groups of operatives have been organized and are doing good work. There is also a Boy Scout troop at this mill and an excellent baseball team under the efficient direction of Capt. I. P. Graham, formerly a prominent college and professional athlete.

The first graded school in North Carolina, outside of an incorporated town, was established at these mills. town, was established at West Durham. There is the usual splendid educational facilities here as at the other mills.

Baby clinics and pure milk stations have been the means of saving many little ones from death in infancy. The very best trained workers are in charge of these places.

There is a fine spirit of harmony and good fellowship existing in the various mills between the management and the operatives. A helping hand and a word of welcome is always ready for the newcomer in the mills, and for those who may be in need of sympathy and assistance. There is very little labor turnover at the Erwin Cotton Mills.

No industrial line of business is doing finer, bigger things for their State than the textile mills which are so numerous within the confines of North Carolina. And the Erwin group of mills stand out prominently among those cotton mills that are most progressive and up-to-date in every respect. The cotton mills of the South have done more, in proportion to capital invested, for the poorer class of white people who come to them for employment, in the matter of education and kindred work, than any other one factor. Cotton mills have sprung up in almost every town and where there is a cotton mill there will be found in almost every instance a modern, up-to-date school building, fully equipped and with competent teachers.



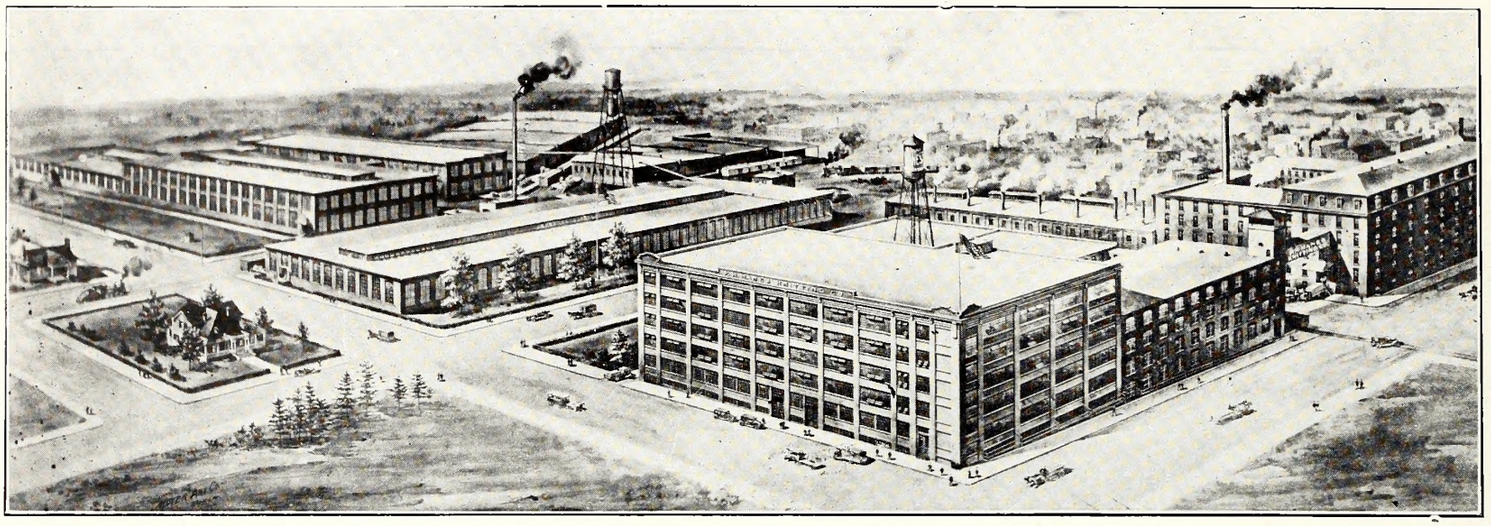
CHURCH AT ERWIN COTTON MILLS NO. 2, DUKE, N. C.

The machinery of the Erwin Mills is very skillfully handled and the quality of the manufactured product is a tribute to the efficiency of the management, the superintendents and the overseers and to the skill of the employees.

The service and community work at the Erwin Mills has been directed in such a manner as to gain the cooperation of all of the employees and maintain that nicety of balance that is vitally necessary if such work is to successfully achieve its ends. The program of community work has been carried along in such a manner that the people have felt that the responsibility for it rested as much with them as with the management and that their active participation was necessary for the best results.

The whole story of the Erwin Mills cannot be told in these pages. The pictures accompanying this article give a very good diea of the types of the various buildings and show something of the beauty of their surroundings. They also offer very convincing evidence of the fact that the mill company has spared no expense in providing everything that will contribute to a well rounded community life for their employees.

P. H. Hanes Knitting Company



P. H. HANES KNITTING COMPANY, WINSTON-SALEM, N. C.

The P. H. Hanes Knitting Company was organized in 1903 with a capital stock of $100,000, a factory floor space of 30,000 square feet and a production of from 1,000 to 1,500 garments a day. The yarn for their knitting plant at that time was purchased in the open market.

The growth and expansion of the plant have been rapid and substantial. In 1910 the company built the first spinning mill at the village of Hanes. This is known as Mill No. 3. In 1916 a second plant was built in the same village. This was known as Mill No. 4. The pretty little village at Hanes was built to provide the employees homes. There are about 150 houses there, each attractive in appearance and located on an ample plot of ground. There are an auditorium, a school and churches and other features that make life in the village quite interesting for the residents. While the building at Hanes was going on, the plant in this city was being enlarged from time to time to take care of the increasing demands for the Hanes products. The spinning is done at Hanes while the knitting is done in the city plant.

HANES

THE NATIONAL

UNDERWEAR

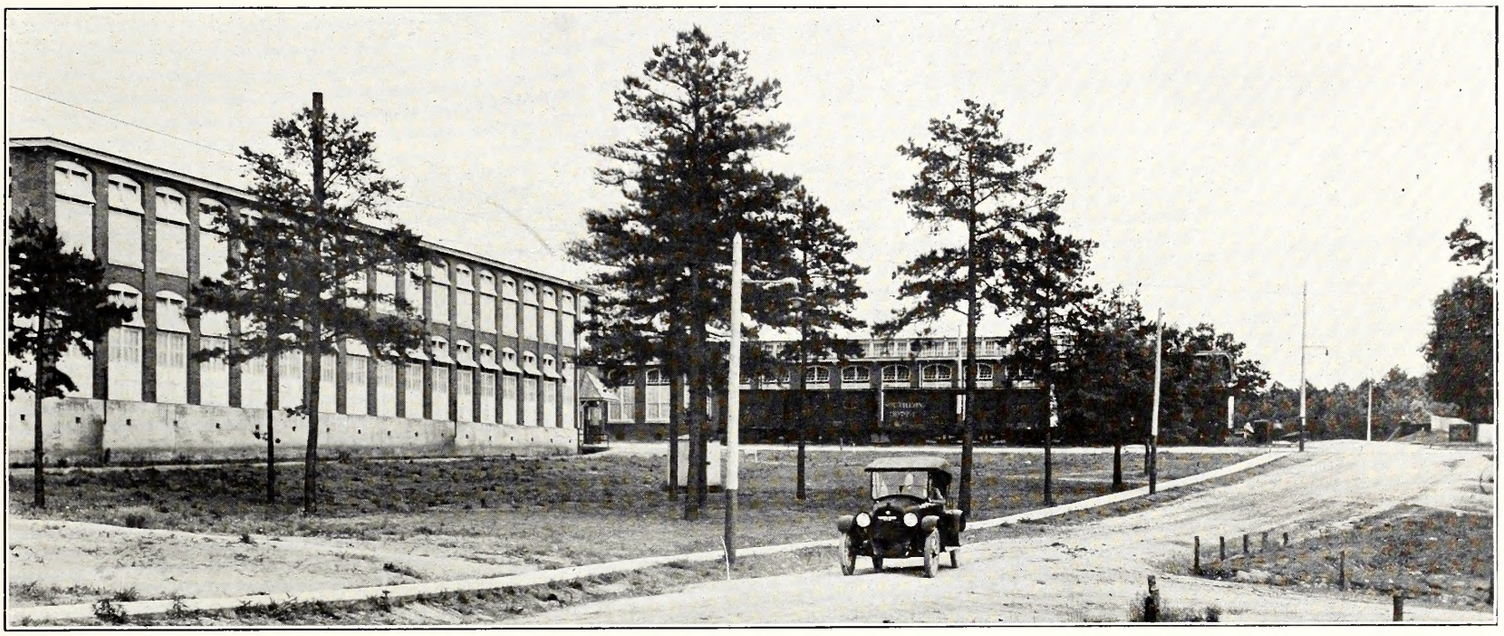
TRADE MARK

Today the capital stock has increased to more than $5,000,000 with a factory floor space of 600,000 square feet and a production of



PLAYGROUND AND SCHOOL

P. H. Hanes Knitting Company



SCENE AT YARN MILLS OF P. H. HANES KNITTING COMPANY, AT HANES, N. C.

from 25,000 to 30,000 garments daily, and in addition the company is now making its own yarn in two mills, aggregating 27,500 spindles, enabling it to convert from 13,000 to 15,000 bales of cotton annually into men's, boys' and children's elastic knit winter weight underwear.

The original building at the corner of Sixth and Church streets is still used, although it is quite overshadowed by the towering building that reaches from the west side of Church street to Main street and extends for a considerable distance north on Church street. The newer construction work is all fireproof and built on the most modern plans of factory architecture. The comfort of the hundreds of employees was considered in making the plans for additions to the plant. Such features as ventilation and sanitation are admirably handled in the vast buildings. A large cafeteria is operated for the convenience of employees. In this they obtain lunch of excellent quality and ample quantity at a very moderate charge. The offices of the company are large, well lighted and handsomely furnished. One seldom sees their equal in arrangement and appointments in any industrial building.

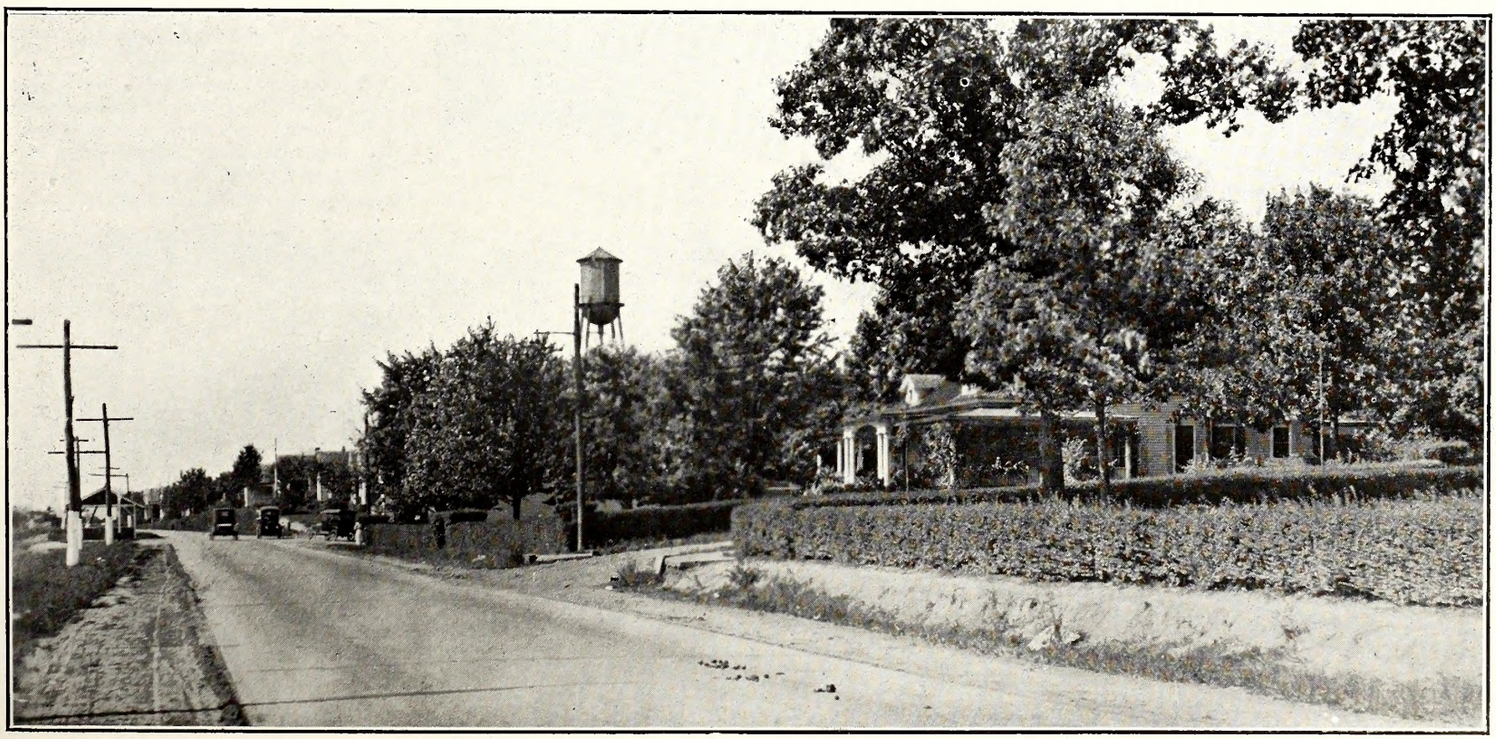
In addition to the elastic knit line, cut and sewed athletic underwear for men, boys and children has been added within the last few years, which met with the enthusiastic approval of the trade as soon as introduced, the demand for which has continued to increase from season to season to the entire satisfaction of the management.

The entire product, both elastic knit and athletic, is offered to the trade under the "Hanes" trademark and under the following guarantee: "We guarantee Hanes underwear absolutely—every thread, stitch and button. We guarantee to return your money or give you a new garment if any seam breaks."

The officers are: P. H. Hanes, Sr., president; P. H. Hanes, Jr., vice-president and treasurer; W. M. Hanes, vice-president; T. W. Allen, secretary and assistant treasurer; S. B. Hanes, assistant treasurer and assistant manager; E. C. Tompkins, superintendent Knitting Mills, and D. A. Ricks, superintendent Spinning Mills.

The Spinning Mills are located at Hanes, a small village about three miles from Winston-Salem, to which city it is connected by a splendid hard surface highway. The factories for the manufacture of all garments are situated in the city of Winston-Salem.

The Hanes Industries employ



STREET SCENE AT YARN MILLS OF P. H. HANES KNITTING COMPANY, AT HANES, N. C.

P. H. Hanes Knitting Company



PERSONNEL OF ONE OF THE SEWING ROOMS OF THE

about 1,800 people. Of these about 600 live with their families in the village of Hanes and are employed in the spinning plants, while about 1,200 find employment in the knitting and finishing plants in Winston-Salem.

The system of wage payment used by this company is different from that in general use by most other mills, the basis of which is that increased effort will result in increased pay, the quality of the work being a material factor in determining the method of remuneration. The purpose of this plan is not only to increase the interest of the operatives, but also to give accurate information on the program of all new girls to the departmental heads and the management of the mill. After the training period has been completed, the pay is based on an hourly rate which increases with the efficiency maintained for the week.

At Hanes, where the unit is the family, modern schools are maintained which give to the community graded school facilities which compare favorably with the best in the State. Several Protestant denominations have erected churches which afford ample and comfortable facilities for worship. Each church has a Sunday school which is well attended, giving evidence of a wholesome community religious spirit.

At the knitting and finishing plants in the city, the unit dealt with is the individual rather than the family, though many of these employees live with their families also. They, of course, have all of the advantages offered by the city schools and churches, which are not excelled anywhere.



CAFETERIA OF P. H. HANES KNITTING MILL

Living and working conditions in all of the Hanes plants are good. Playgrounds and playground equipment have been provided at the spinning plants for the use of the children and during favorable weather, these playgrounds are naturally the center of community interest for the younger people.

Welfare and first aid departments in charge of a physician and trained nurse are maintained to amply care for all requirements of the employees and their families. A well appointed cafeteria with a seating capacity of 650 is operated by the company which gives the employees a hot mid-day lunch at cost.

A club and rest room with appropriate furniture, including an electric piano, with its reading room and library features, is situated convenient to all departments and is a source of both pleasure and profit to the employees.

A refrigerating plant furnishes, throughout the year, drinking water of just the proper temperature to all departments in the plants in Winston-Salem, while at Hanes water for the entire village is taken



PERSONNEL OF CUTTING, DYEING AND SHIPPING DEPARTMENTS OF P. H.

P. H. Hanes Knitting Company



P. H. HANES KNITTING COMPANY, WINSTON-SALEM, N. C.

from a series of deep wells and piped to all departments, and convenient to all residences. This water is fresh and cool, as it comes from the pipes and does not need refrigerating.

Probably the most noteworthy feature of the organization of the P. H. Hanes Knitting Company is the wonderful spirit of co-operation which permeates so completely the entire personnel. It would be difficult to find a more loyal spirit than that which exists on the part of the employees both to the management and to the organization as a whole. As a result of this spirit of loyalty all employees are happy and contented in their work, which, after all, is the real test of efficient or-

Almost one hundred new employees have been added to the plant's roster each year since its establishment and their development into skilled operatives has indeed been remarkable.



SEWING ROOM, P. H. HANES KNITTING COMPANY

The P. H. Hanes Knitting Company is one of the few Southern mills that has realized the value of perfecting the merits of their products through the medium of national advertising. For several years past the company has conducted an extensive advertising campaign, using a number of the leading magazines of the country. In this way they have been able to present the quality of their products to prospective wearers in all parts of the country and the Hanes underwear and trademark are familiar to thousands of people in all sections of the United States. The market for Hanes underwear has been materially broadened through this advertising campaign, which has also been an important factor in making the company nationally famous as one of the leading underwear manfacturers in the world.

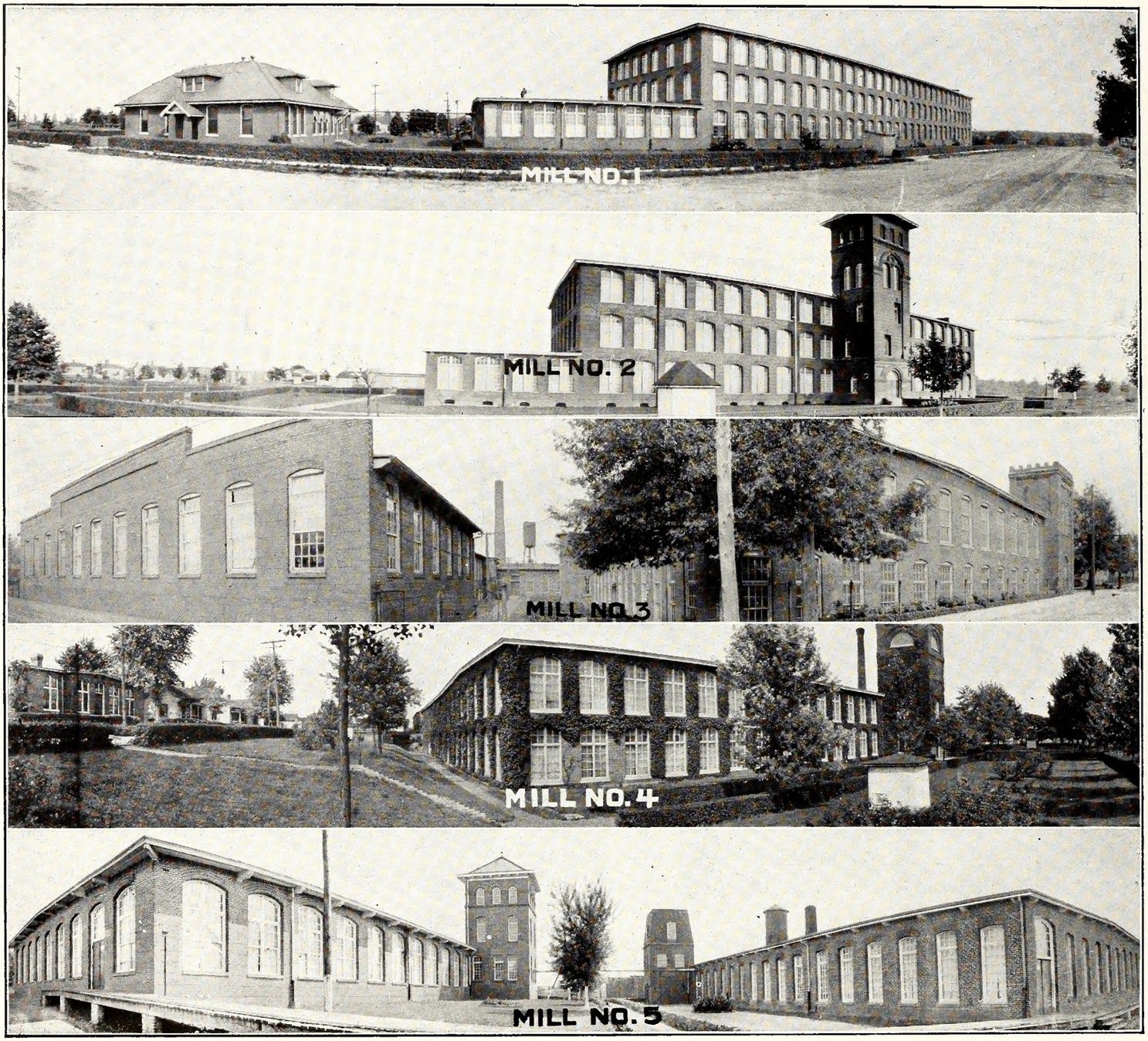
Winston-Salem is well known as a tobacco manufacturing city but has made rapid strides in the knitting industry in recent years and not a small measure of that development has been due to the high class of workers that have preferred the knitting mills to other forms of employment.

The growth of the P. H. Hanes Knitting Company is very strikingly shown by a comparison of the equipment and output of the plants as they are today and as they were in the first year of the company's history. As has been previously stated that original capital stock has increased from $100,000 to $5,750,000. The floor space in the mills when they were built was 30,000 square feet. The total floor space in use today is approximately 600,000 square feet are twenty times the original space. In 1908 the company produced from 600 to 1,000 garments per day, while the present output is 25,000 to 300,000 garments daily. Counting 300 working days to the year, this brings the annual production up to a total of nine million garments.



HANES KNITTING COMPANY, WINSTON-SALEM, N. C.

Chadwick-Hoskins Company



CHADWICK-HOSKINS COMPANY, CHARLOTTE, N. C.

The Chadwick-Hoskins Company, located at Charlotte, N. C., is not only one of the largest cotton manufacturing industries in the State of North Carolina, but is truly representative of the most progressive textile mills of the South in their welfare work and their consideration of and treatment of their help.

The Chadwick-Hoskins Company consists of a group of five splendid textile plants. The combined capital stock of the company is $3,800,000; the combined equipment consists of 101,412 spindles and 2,314 looms; and the mills employ approximately 1,000 operatives. All of these five mills are of modern mill construction. The physical condition is excellent. The company was founded in 1908 and there has been a consistent policy or renewal and replacement in effect which has not only kept the mill buildings modern and up-to-date but has kept the equipment right up with the very best on the market.

Chadwick-Hoskins Mill No. 1, known as Hoskins, has 29,312 spindles and 580 looms, the products are carded lawns; one hundred and seventy-five operatives are employed. E. M. Walter is superintendent. The grounds surrounding the Chadwick Mills are very beautiful. In fact, the environment of the mill, inside and out, is all that could be desired. The management employed the services of an expert landscape architect in developing the grounds about the mills and the mill village. The village is situated on a well drained site and the natural beauty of the place has been greatly enhanced by the planting of trees, hedges, shrubbery and bright blooming plants. The cottages are of bungalow type, differing in designs of architecture, as they differ in size, there being from three to six rooms in the houses. These houses are equipped with modern conveniences, such as built-in cabinets, closets, water, sewerage (septic tanks) and electric lights. Each house has a good plot of ground for raising vegetables, fruit and flowers, and the inhabitants manifest a great deal of interest in this work. The result is that the village has the appearance of a real home-like place, whose inhabitants have an aesthetic taste for the beautiful and artistic and show excellent taste.

Chadwick-Hoskins Mill No. 2, known as Chadwick, has an equipment of 12,800 spindles and 300 looms; the product of this mill is sheetings and one hundred and twenty-five operatives are employed. E. M. Walter is superintendent. The village has a population of three hundred and fifty people. The same careful thought and planning was expended in the development of the Chadwick plant as at the Hoskins Mill. There are eighty homes in the Chadwick village.

These mills have a good school building, erected by the management and school district funds, where the children of the villages go through the grammar grades under the instruction of a compe-

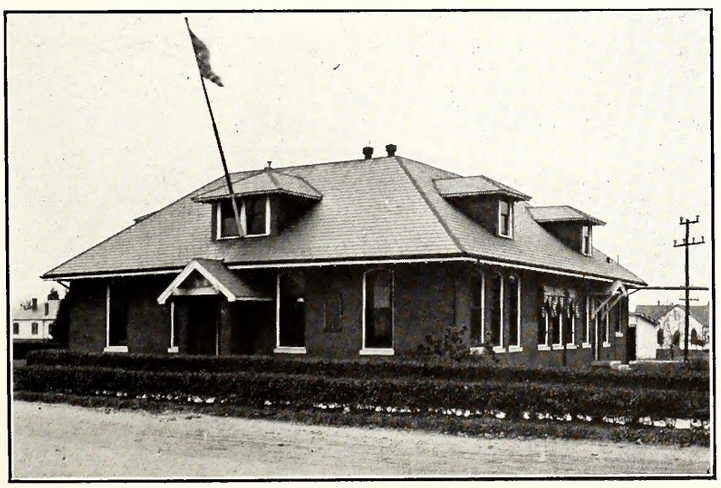
Chadwick-Hoskins Company



(1) MILL OFFICE; (2) INTERIOR OF EMPLOYEE'S KITCHEN; (3) EMPLOYEE'S YARD; (4) CORNER OF MILL YARD; (5) FLOWER SHOW AT MILLS NOS. 1 AND 2; (6) FLOWER SHOW AT MILL NO. 4

tent corps of teachers. From here those desiring higher education have the privileges of the excellent high schools of Charlotte. Three nice comfortable churches are shared by the two villages, Methodist, Baptist and Presbyterian denominations are represented. The mills contributed largely to the building of each church and make liberal donations for their upkeep.

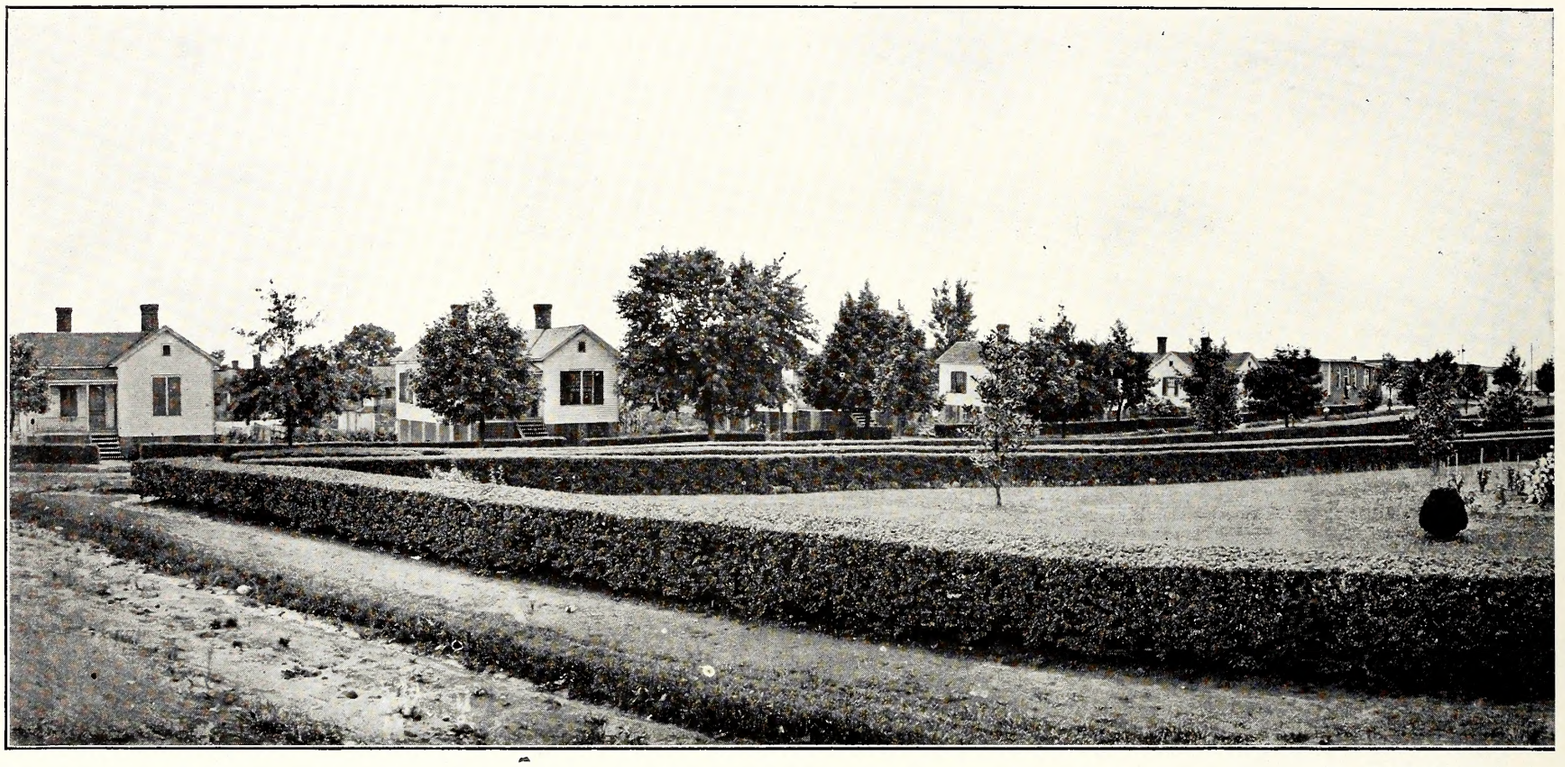
Chadwick-Hoskins Mill No. 3, known as Calvine Mill, is located within the city limits of Charlotte, thereby giving the operatives all the privileges and advantages of citizenship in that splendid city, including its schools, churches, libraries, amusements, etc. The 69 homes which have been built by the company for the use of its one hundred and seventy-five operatives and their families have all city conveniences. This mill has 20,048 spindles and 501 looms; print cloths are manufactured. J. J. Queen is superintendent.



OFFICE OF CHADWICK-HOSKINS COMPANY

Chadwick-Hoskins Mill No. 4, known as Louise Mill, is also located in Charlotte. D. I. Williams is the efficient and popular superintendent. These mills manufacture sheetings; there are two hundred employees. The equipment consists of 28, 160 spindles and 621 looms. Eighty-five attractive homes have been built by the mills to take care of those operatives who prefer to live in the mill village. The children from the Louise Mill go to the Charlotte public schools; the families mix and mingle with the other citizens of the city. There are Baptist, Methodist and Presbyterian churches at the Louise Mills and each has a fine Sunday school of its own.

Chadwick-Hoskins Company



BEAUTIFUL PARK

Chadwick-Hoskins Mill No. 5, known as Dover Mill, is located at Pineville, N. C., and is under the superintendency of J. D. Buice. There are 12,092 spindles and 312 looms at this mill and sheetings are manufactured. Two hundred persons are employed. This mill is run along practically the same ideas as those at Charlotte. The village has a population of four hundred and fifty inhabitants. The company has built one hundred and six neat, comfortable cottages, similar to those at the other mills. These cottages are equipped equally as well as the others. Both living and working conditions are very pleasant, healthy and comfortable at this mill.

The executives of the Chadwick-Hoskins Company are: B. B. Gossett, president and treasurer; E. C. Dwelle, vice-president and assistant treasurer; J. D. Ramsey, secretary; H. H. Boyd, general superintendent. A finer group of executives would be hard to get together; men of broad vision, democratic ideas and splendid business ability. They are continually reaching out for something bigger and better than they have known in the past and they are never content with any course that does not spell progression. To this end they are constantly putting into effect improvements in social and living conditions.

There is a definite line of welfare work carried on by the management among their people and a sum set aside for the development of this branch of the industry is considered just as legitimate and necessary as that expended in any other department. Aside from the pleasure and happiness of the operative which is obtained by this welfare work, the management feel that they are making money for themselves when they provide comfortable homes, schools, churches, etc., because the satisfied, healthy operative is the most efficient worker.

A community building known as a Y. M. C. A.-Y. W. C. A. is headquarters for all community work. This building is modern in architecture and built especially for the purpose. The equipment is up-to-date in every respect. A large reading room with comfortable chairs, seats and tables, with current numbers of popular magazines and a file of daily papers makes a fine place to spend a quiet hour. A well equipped gymnasium under the direction of a trained director stimulates interest in various sports such as volley ball, basketball, etc. A splendid tile swimming pool with pure water affords great sport for those of aquatic tastes. In connection with this pool are individual lockers, shower baths, and all modern conveniences to be found in such places. A large auditorium offers a meeting place for the various clubs, societies, fraternal organizations. Amusements, entertainments, moving pictures, civic, social and other affairs use this auditorium which is modern in arrangement and contains a large stage, footlights and other electrical effects, scenery, dressing rooms, piano, comfortable seats which may be removed at will so that the room may be used for other purposes. This building is shared equally by the men and women and boys and girls of the village.

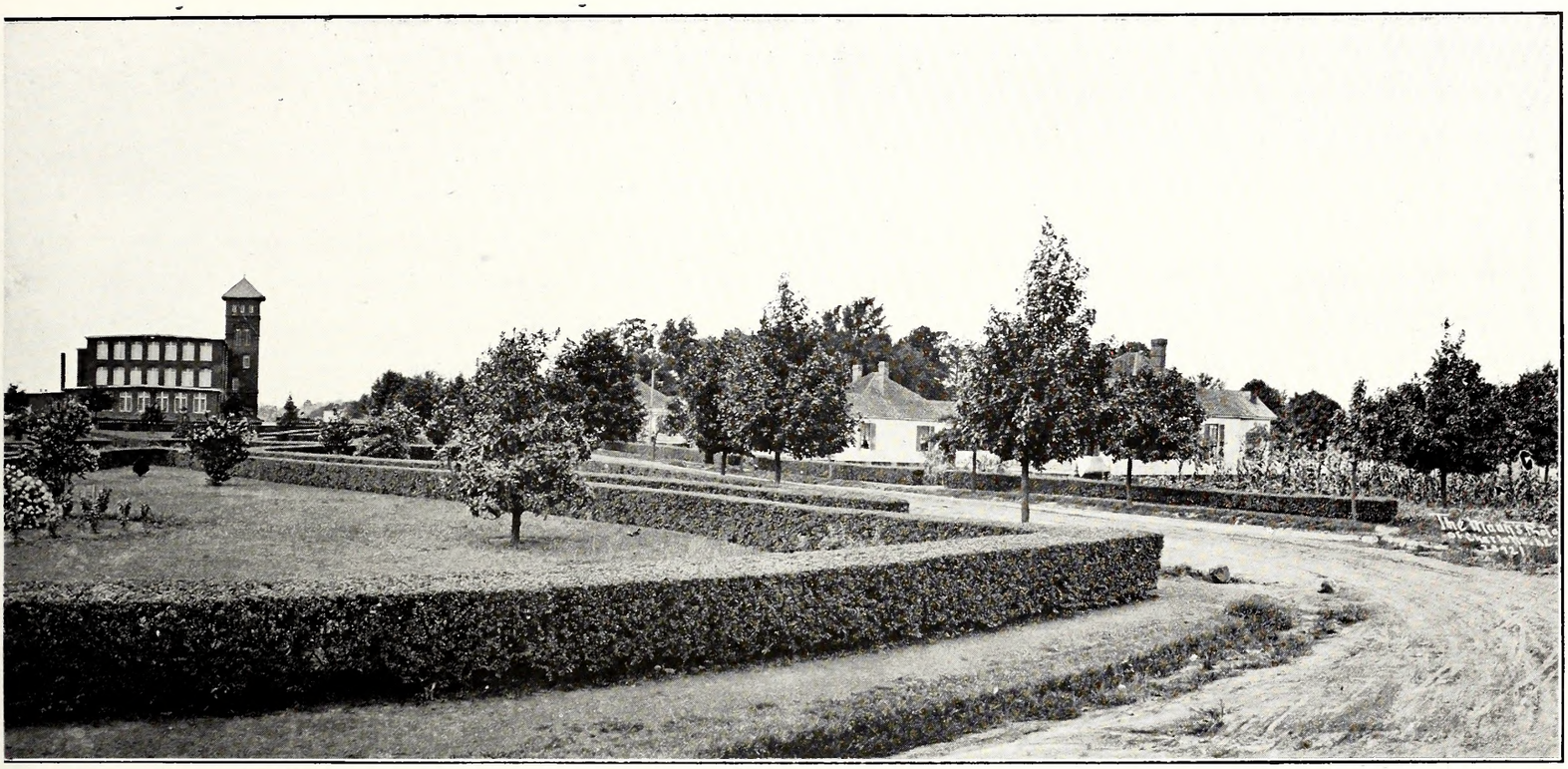
Under the direction of an expert gardener the people have become most enthusiastic in their work of raising fine vegetables and beautiful flowers. Indeed the annual flower show given at the Chadwick-Hoskins Mills community is eagerly looked forward to by the inhabitants. These exhibits take place in the fall and are among the leading social events of the year. Prizes are offered for the best yards, the best collection of cut flowers and the best specimens. Several hundred dollars are given away every year by the management in prizes. The management employs several men who are kept busy trimming the hedges around the mills and in front of the cottages.

The operatives at the Chadwick-Hoskins Mills are an intelligent, well dressed, well behaved lot of people, proud of their mills, proud to be employed there and proud of being a factor in such a wonderful organization. The management will tell the inquirer that there is no finer class of citizens anywhere, good, hard-working, thrifty, sober people, interested in their work and very loyal to the mills. A visitor does not need to ask about the health of the people; it is plain to be seen that they are well fed and well cared for by their healthy coloring, bright eyes and elastic step. A trained nurse is employed by the mills to look after the health of the communities.



BASEBALL TEAM, CHADWICK-HOSKINS MILLS

Chadwick-Hoskins Company



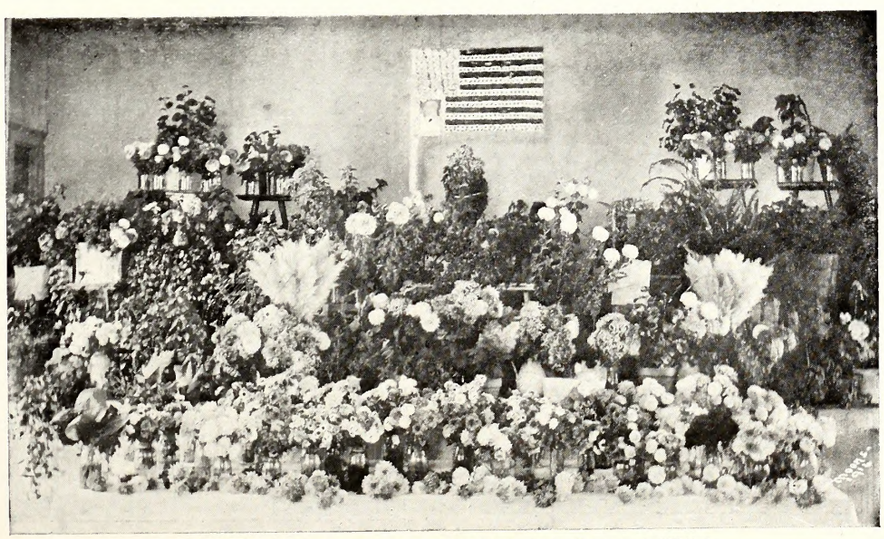
CHADWICK-HOSKINS

Sports of all kinds are encouraged and fostered by the management. A splendid baseball park is the scene of many hotely contested games. Tennis is also popular.

Playgrounds in the different mills, modernly equipped with various kinds of play apparatus, are a source of amusement and health-giving exercises for the children of the operatives. The management realizes that a higher plane of civilization and citizenship will come more completely through the teaching and training of the children and the youth of their communities than through the older persons, for the younger persons respond more quickly to changes in environment, opportunities and advantages.

Many of the operatives at the Chadwick-Hoskins Mills came to the mills directly from the country, a large number from little country homes which were poorly furnished and sorely lacking in the conveniences found in the modern cotton mill homes. In the cotton mills they have good wages, good living, good homes and good clothing and their ambitions are stirred to give their children educational advantages and other opportunities that they never dreamed of for themselves. These people have a pride of class that would be a revelation to one who has never made a study of this phase of life. Education has had much to do with causing them to hold up their heads. Mill workers as a rule are more than merely clean living, they are actively religious and positively upright. Many of them take a great deal of interest in church work and both the churches and the Sunday schools at the Chadwick-Hoskins Mills are exceedingly well attended.

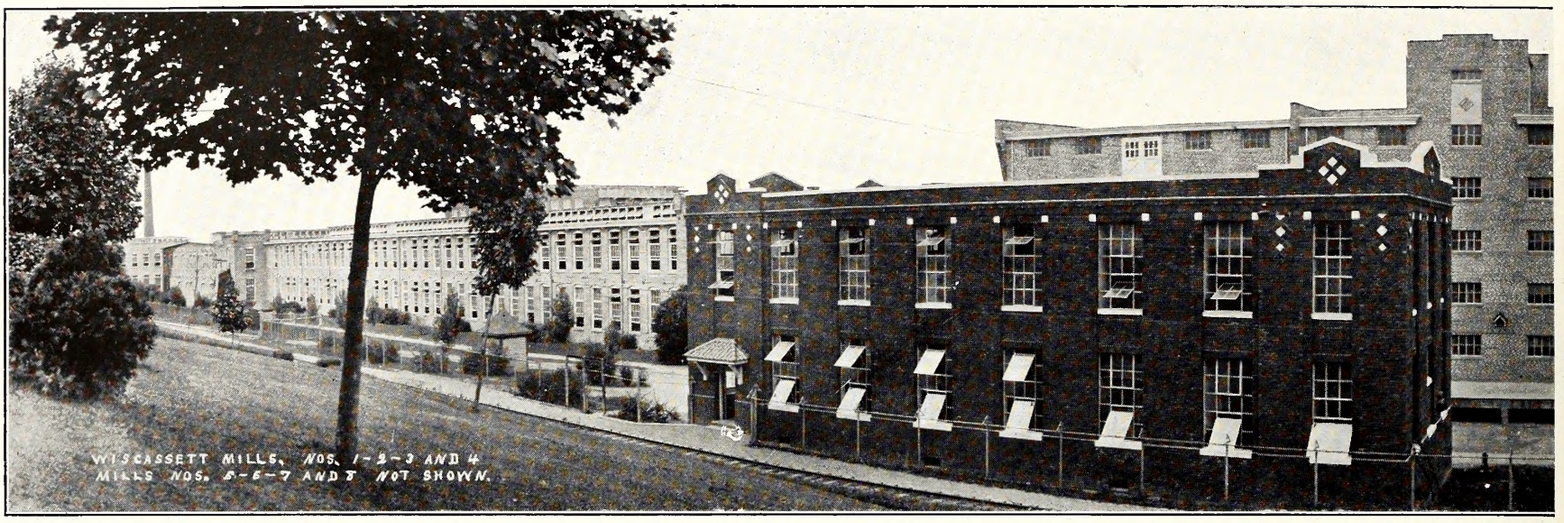




FLOWER SHOW AT CHADWICK-HOSKINS MILLS

There is a fine spirit of cooperation and good fellowship in existence at the Chadwick-Hoskins Mills between the people and the management. The operatives appreciate the splendid things the management have done and are doing for them and the warm sympathy which is manifested in their personal welfare. The operatives do not hesitate to go to the office for assistance or advice when they need it, having been raised in the same section of the country and speaking the same language the management and the help understand each other better and take more interest in the affairs of each other than if the operatives were foreigners unfamiliar with the ways of the mills and the country. This fact, in itself, is one of the greatest assets of the Southern cotton mills and has done a great deal for their success and prosperity. A well known publisher stated recently that "there is no industrial democracy in America so real in some of its phases as it exists today in the Piedmont district, and this is especially true of textile industries.

Wiscassett Mills Company



WISCASSETT MILLS NOS. 1, 2, 3

These mills are located at Albemarle, N. C., and are the pride of the town. The Wiscassett Mills Company is one of the largest textile plants in the South and one of the most progressive and modern. Its employees make up a little town of 2,500 inhabitants where "first things are put first." Its educational facilities, recreation grounds and community life of its operatives are as nearly ideal as can be found anywhere.

Founded by the late James W. Cannon, of Concord, a pioneer in textile development of North Carolina, the Wiscassett Mills have been engaged in the manufacture of combed and carded cotton yarns for twenty-five years. They are also turning out thousands of pairs of seamless hosiery. The goods command the best prices to be had in the market because they are of such fine quality and unsurpassed workmanship. The goods are sold by the company's own selling agency, Cannon Mills, Inc., with agencies in Boston, New York, Philadelphia, Chicago, St. Louis and San Francisco. In the beginning, in 1898, the plant had an equipment of 18,000 spindles. Today there are 94,486 active producing spindles.

Since the death of Mr. James W. Cannon, which occurred two years ago, Mrs. James W. Cannon has been president of the company. Mrs. Cannon, naturally, is anxious to carry out the policies of her husband. Her son, Mr. J. F. Cannon, is vice-president, treasurer and general manager of the mills. He is the active executive of the mills. Mr. Cannon has been connected with the management of the mills for 21 years and served most of the time as assistant to his father. "Mr. Joe," as he is affectionately called by hundreds of his employees, all of whom know him personally and pleasantly, is one of the most popular managers anywhere in the textile world. Recently he was kept away from the mill offices for about a year. When it became known that he was able to return to business a royal demonstration of welcome was arranged by his employees who thus gave manifestation of the high regard in which they hold their chief and their friend.

Mr. W. A. Smith, who has been with the mills 20 years, beginning as shipping clerk and working up to assistant superintendent, has recently been made assistant to Mr. Cannon.

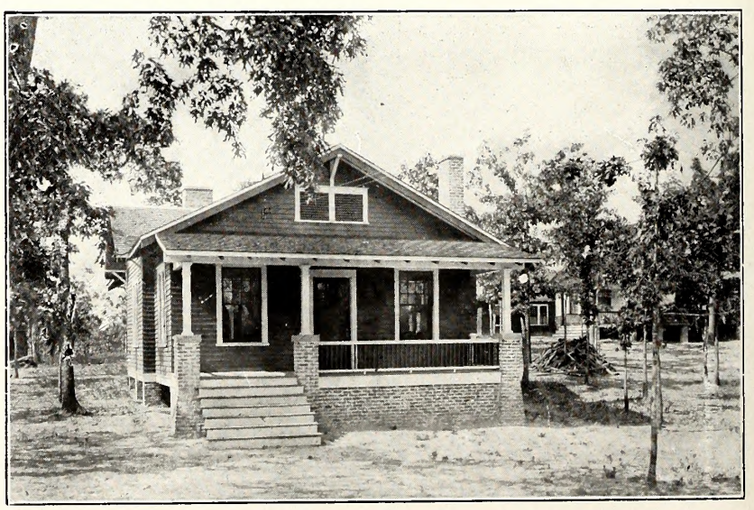
Mr. M. A. Boger is secretary of the organization. Mr. Boger is a man of splendid efficiency. By reason of the excellent services rendered the company as book-keeper and auditor for a period of some twenty years, he was promoted to the position of secretary some two years ago.

Mr. T. M. Denning, general superintendent, has been connected with the Wiscassett Mills for about 24 years. He has entire charge of the operation of all the yarn mills. He has two assistant superintendents working under him. Mr. Denning has always been in hearty sympathy with all of Mr. Cannon's ideas for the growth and development of the business, and because of his deep interest in the work, has been largely instrumental in the prosperity of the business. Mr. W. F. Denning, one of the assistant superintendents, has grown up in the mills, beginning at the bottom and going to the highest position. He is a thoroughly equipped superintendent. Mr. Z. F. Cranford, assistant superintendent, has been connected with the mills about ten years, having worked up from spinner and carder to his present position.

The very beautiful village of Wiscassett Mills covers more than five hundred acres of ground. It was carefully planned and developed by a well known landscape gardener. The thought and care expended has made a perfect model of the little city, with its blocks, sections and squares, interspersed with beautiful little parks. All streets and sidewalks are paved with cement. There are ten miles of sidewalks. Splendid native and planted shade trees, clumps of shrubbery, closely clipped hedges, bright blooming flowers about the homes and on the streets, all lend themselves to the enhancement of the natural beauty of the village site. The management has treated their operatives as though they were no different from other people in the world. They appreciate the fact that their tastes may vary and have accordingly built the cottages in a pleasing variety of

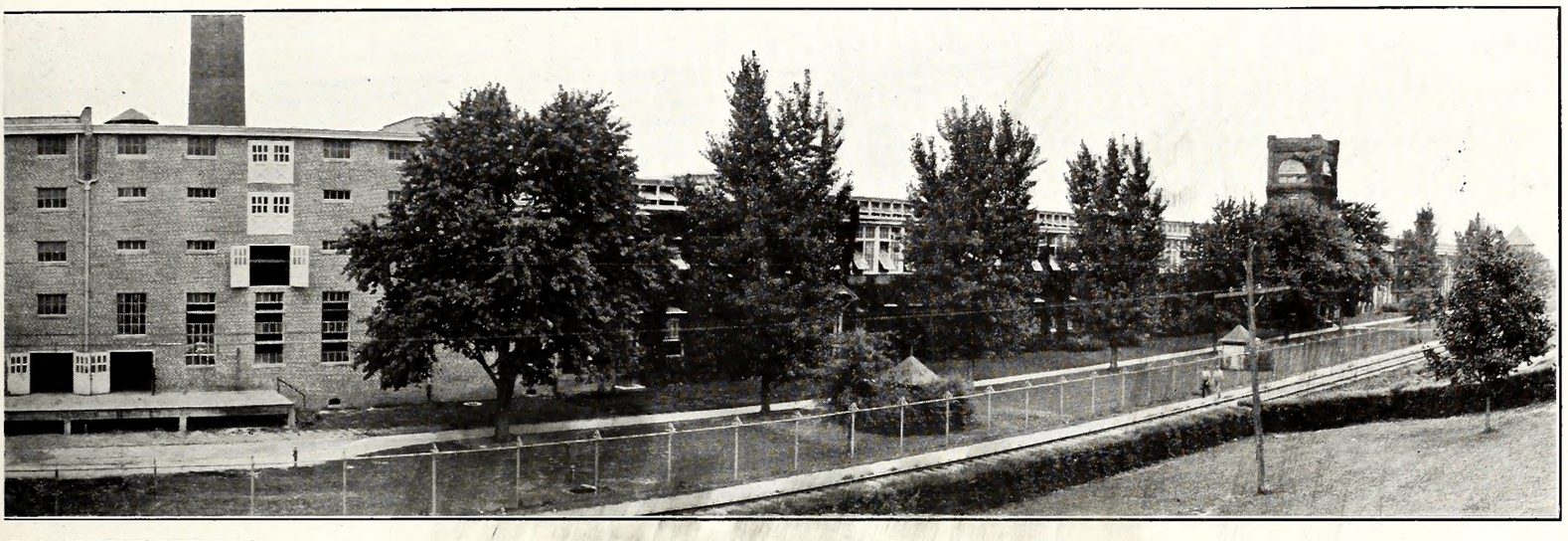


HOME OF OPERATIVE



HOME OF OPERATIVE

Wiscassett Mills Company



AND 4, ALBEMARLE, N. C.

designs. They are of modern bungalow types, equally as convenient and attractive in arrangement as those built in any progressive city. They are equipped with water, sewerage, lights, excellent plumbing and screens. And around each home there is ample ground for a good vegetable garden, grassy lawns and beautiful flowers.

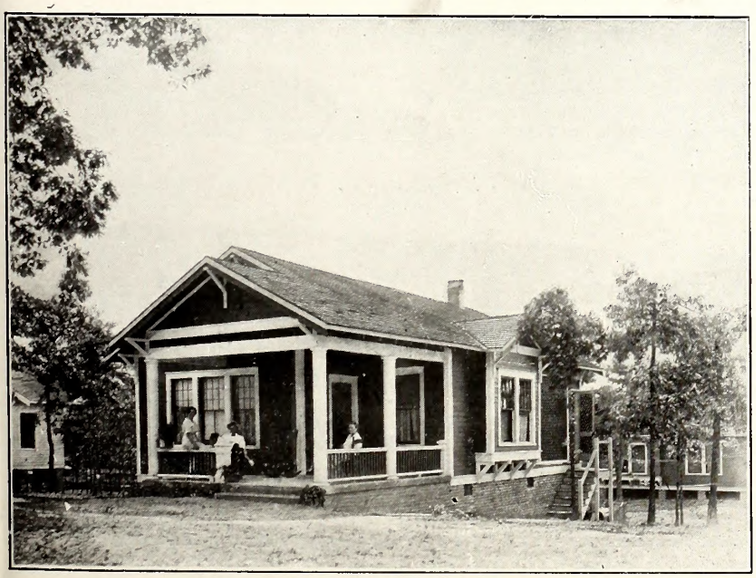
Mr. Cannon has done much to stimulate civic pride by the distribution of free flower and vegetable seeds, and the offering of substantial prizes for the best kept premises, the finest flowers, vegetables, etc.

A splendid school system is maintained by the mills, working in connection with the county, that is the mills supplement the county funds and have developed the school along their own progressive ideas. The county only provides for a six months' school. The mill school runs for eight and one-half months. There are sixteen teachers in the Wiscassett Mill School. All grades are taught and the curriculum is a very high one. There are night schools for those who are not able to attend the regular sessions. There is a good attendance in these night schools; almost every subject is taught. Approximately 1,000 children are in the Wiscassett schools. The school buildings are large and adequately equipped with the most modern devices for up-to-date schools.



OPERATIVES AT WISCASSETT MILLS

A most noteworthy feature of the welfare work being done at the Wiscassett Mills is the day nursery, which is under the direction of Mrs. Weisner and her assistants. This nursery was established about eight years ago and has proven a wonderful success. The children are taken into the nursery from mere infants on up to the age of eight years. The children are fed at a cost of 5 cents per day. They are given the right kind of nourishing food, and, in many instances, more careful attention than they would receive from their mothers. This day nursery is doing a still bigger thing, if possible, than raising healthy babies, in the early training of these little ones.

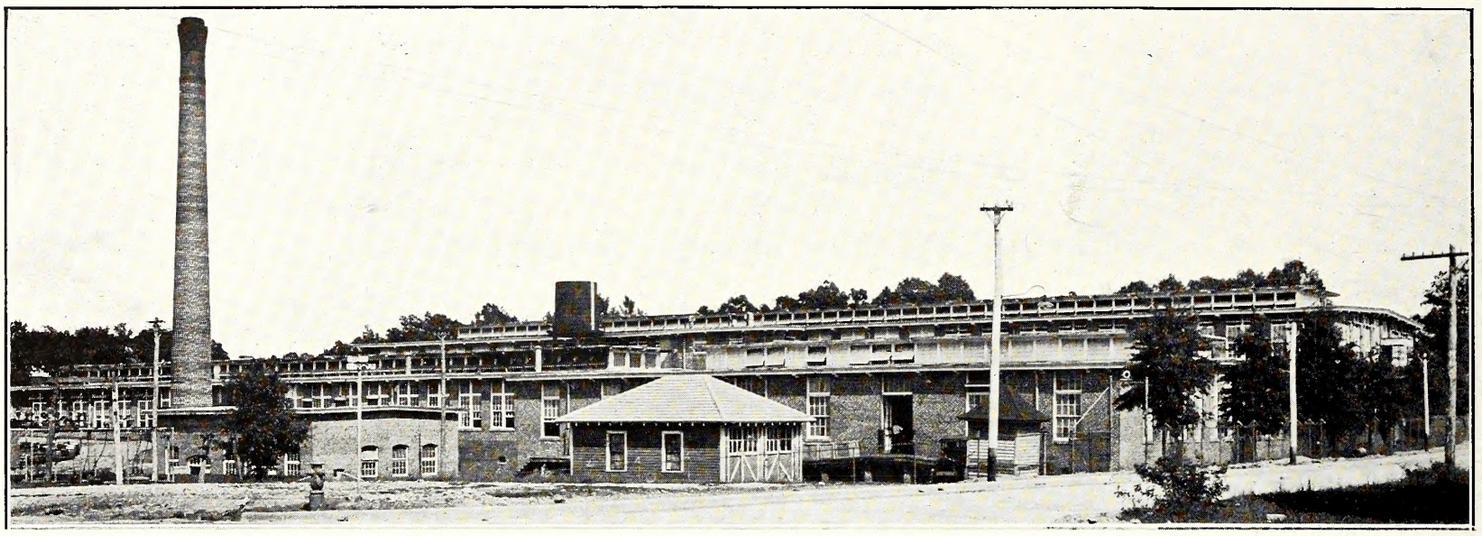


HOME OF OPERATIVE



HOME OF OPERATIVE

Wiscassett Mills Co. (Knitting Dept.)



KNITTING DEPARTMENT, WISCASSETT MILLS, ALBEMARLE, N. C.

The Knitting Department of the Wiscassett Mills Company is one of the most up-to-date hosiery mills in the South.

The Knitting Department, which manufactures women's and children's cotton, mercerized and silk hosiery, is a branch of the great Wiscassett Mills Company's organization at Albemarle, N. C., and is under the management of the same group of manufacturers. Mr. C. W. Gaddy is manager and superintendent, and to his thorough knowledge of the textile business and practical experience, coupled with his untiring energy and careful management, is largely due the wonderful growth and development of this branch of the business. Mr. Joe Cannon is big enough to appreciate Mr. Gaddy's ability and has given him complete charge of the hosiery department.

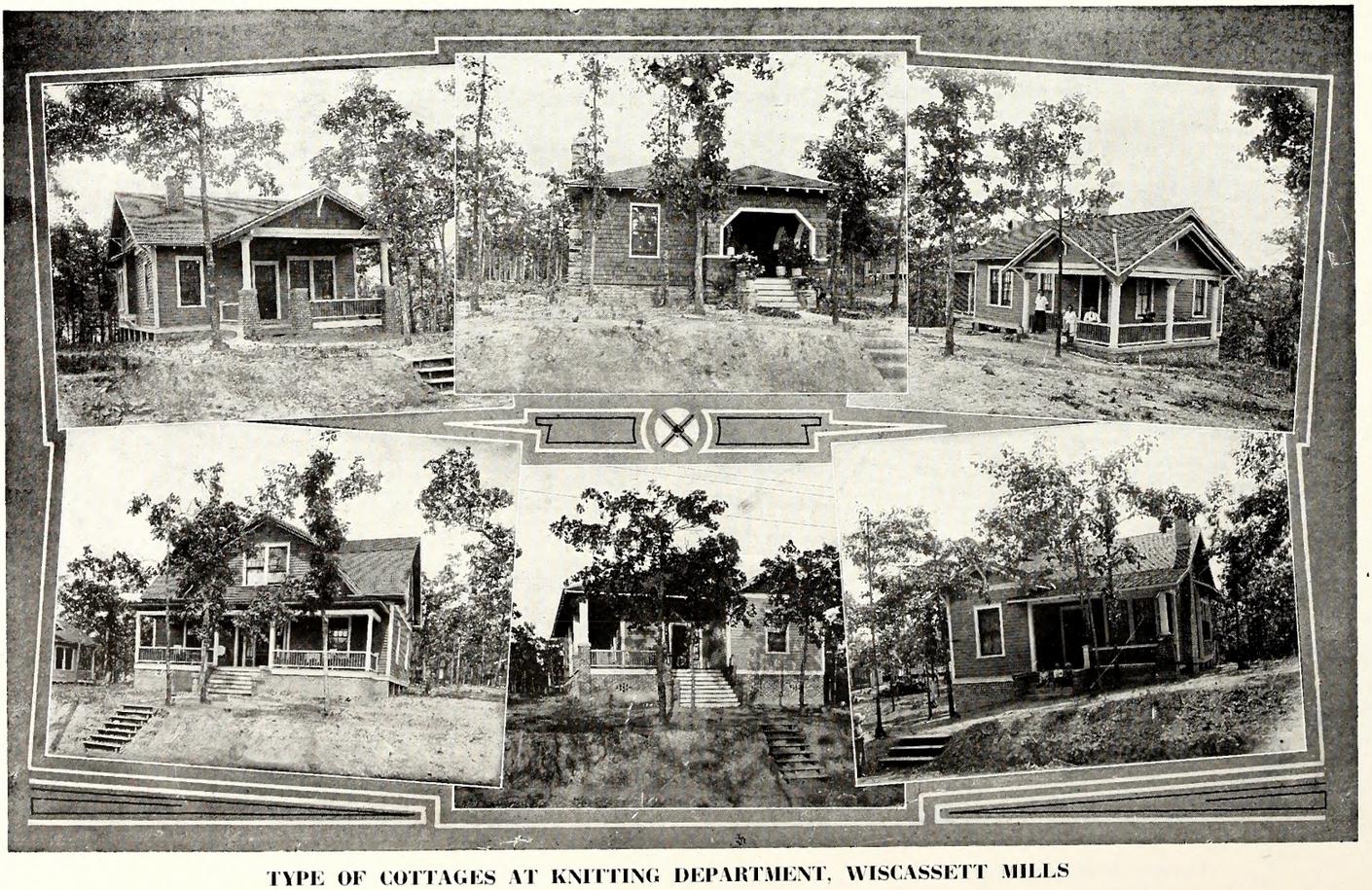
Mr. Winborn Saunders commenced with the mills when he was a boy of 16 years of age, and worked up from an humble beginning to Mr. Gaddy's very efficient assistant superintendent.

The present equipment of the Wiscassett Knitting Department consists of 400 circular and 10 full fashioned knitting machines, 100 ribbers, 30 sewing machines, 60 loopers, a paper box plant and a dyeing and finishing plant.

The hosiery is ranked with the best looking full fashioned cotton hose on the market, whether from foreign or domestic mills. The hosiery is all made from yarn manufactured by the Wiscassett Mills, dyed, finished, pressed, packed in boxes made in own box plant, ready to be shipped to the markets.

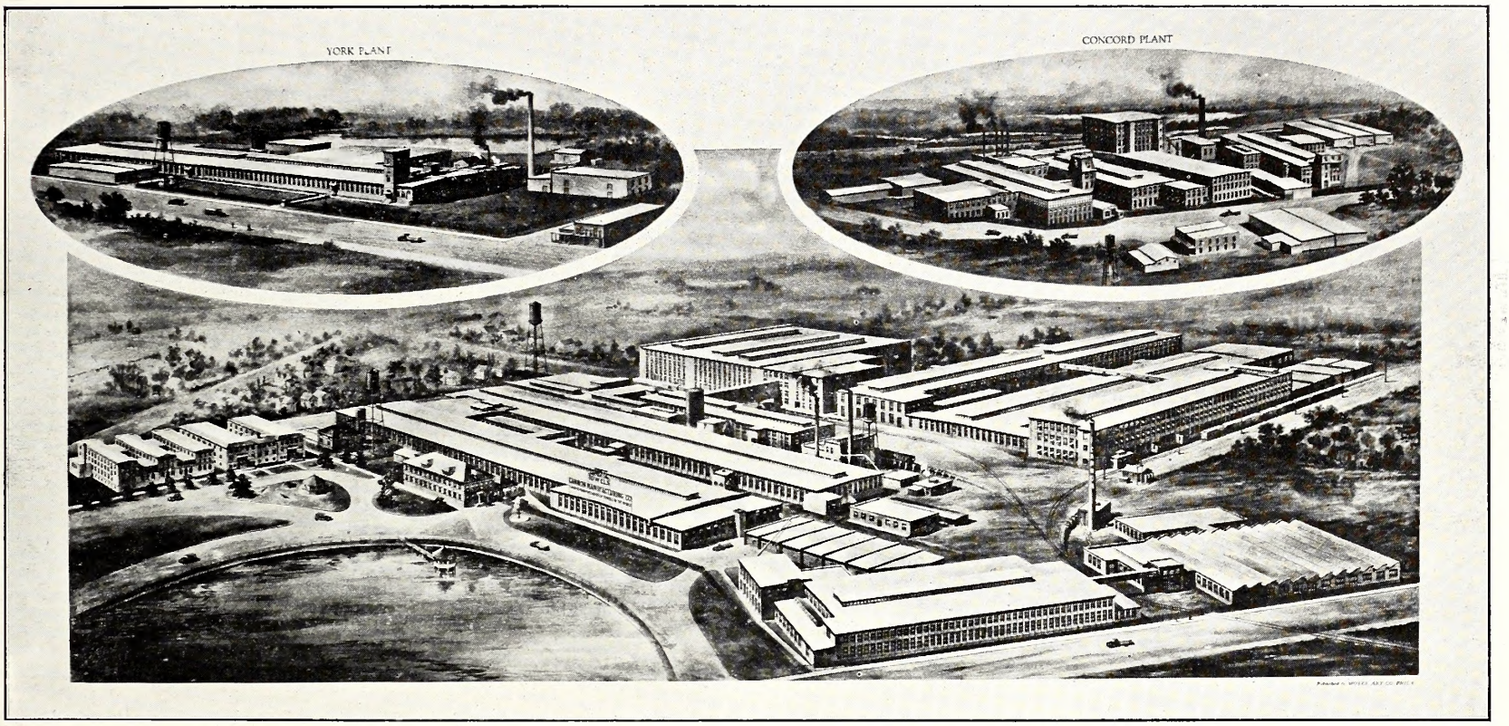
The management has built a beautiful bungalow village which is situated in a natural grove. With electric lights, city water, good schools, churches, good wages and excellent living conditions the place is ideal. Indeed there are few who enjoy such ideal living and working conditions. Pictures can only in a small way portray the beauty and pleasant surroundings of this great industry.

The welfare work of the Wiscassett Knitting Department is under the direction of Miss Josephine Copeland, a trained worker. Practically the same lines of work are under development here as in the Wiscassett Mills.



TYPE OF COTTAGES AT KNITTING DEPARTMENT, WISCASSETT MILLS

Cannon Manufacturing Company



CANNON MANUFACTURING COMPANY, KANNAPOLIS, N. C., CONCORD, N. C., AND YORK, S. C.

The Cannon Manufacturing Company, located at Kannapolis, N. C., was founded in 1887 by the late Mr. J. W. Cannon, a native Carolinian.

In thirty years as a cotton manufacturer, the late J. W. Cannon, at first head of a single little mill at Concord, N. C. (known as the Cannon Manufacturing Company) had advanced at the time of his death, two years ago, to the presidency of fourteen of the leading cotton mill corporations of the South. Just two of these fourteen mills, Cannon Manufacturing Company and Cabarrus Cotton Mills, are located at Kannapolis, and yet the very town itself is the outgrowth of the Cannon business idea, and is named for the late Mr. Cannon, only the letter "C" was exchanged for a "K."

Kannapolis is not an ordinary cotton mill town by any means; it is more like one big family, for all are dependent on the prosperity of the Cannon Cotton Mills for their livelihood. There is a population of approximately 8,000 inhabitants. Cooperation, temperance, thrift, industry and a host of other advantages have accrued to the genius of the men who organized this big institution. Today Kannapolis is the headquarters of the Cannon chain of mills; from a little beginning at Concord the Cannon interests at Kannapolis have grown to such an extent that the mills at Concord are now known as branches of those at Kannapolis. In other words, as an executive put it to the writer: "It is a case of the tail wagging the dog."

The first building of the Kannapolis plant was started in 1907 on a beautiful site but a short distance from the railroad and the pretty little town has developed as rapidly as the great industries. The 1,000 homes in which the mill families live, as well as the 18 store buildings, are all owned by the mill corporation. The stores, however, are not operated by the mills but are leased out to proprietors who stock up at their own expense and sell the goods at most reasonable prices. The bank building belongs to the mill management, though the bank is a branch of a Concord organization, and thus might everything else at Kannapolis be itemized in the list, even the postoffice building itself is leased to the Federal government.

Kannapolis is perhaps the only town of its size in the country that is not incorporated. It has been carefully planned and built, there are 12 miles of beautifully kept, well paved streets and sidewalks. Shade trees have been planted all along the streets in the town, and it is well lighted by electricity. A visitor to the town is immediately impressed with the cleanliness of streets, alleys and premises of the mill homes.

In front of the Cannon Manufacturing Company's magnificent plant, lying between the main office building and the railroad, is "a landscaped area in which an artificial lake is set like a sparkling gem." Around one side of the lake extends a beautiful little park and playground with swings and other play apparatus for the village children. There are also seats and a good large band stand where a band composed of mill operatives frequently plays in the evenings for the pleasure of the community.

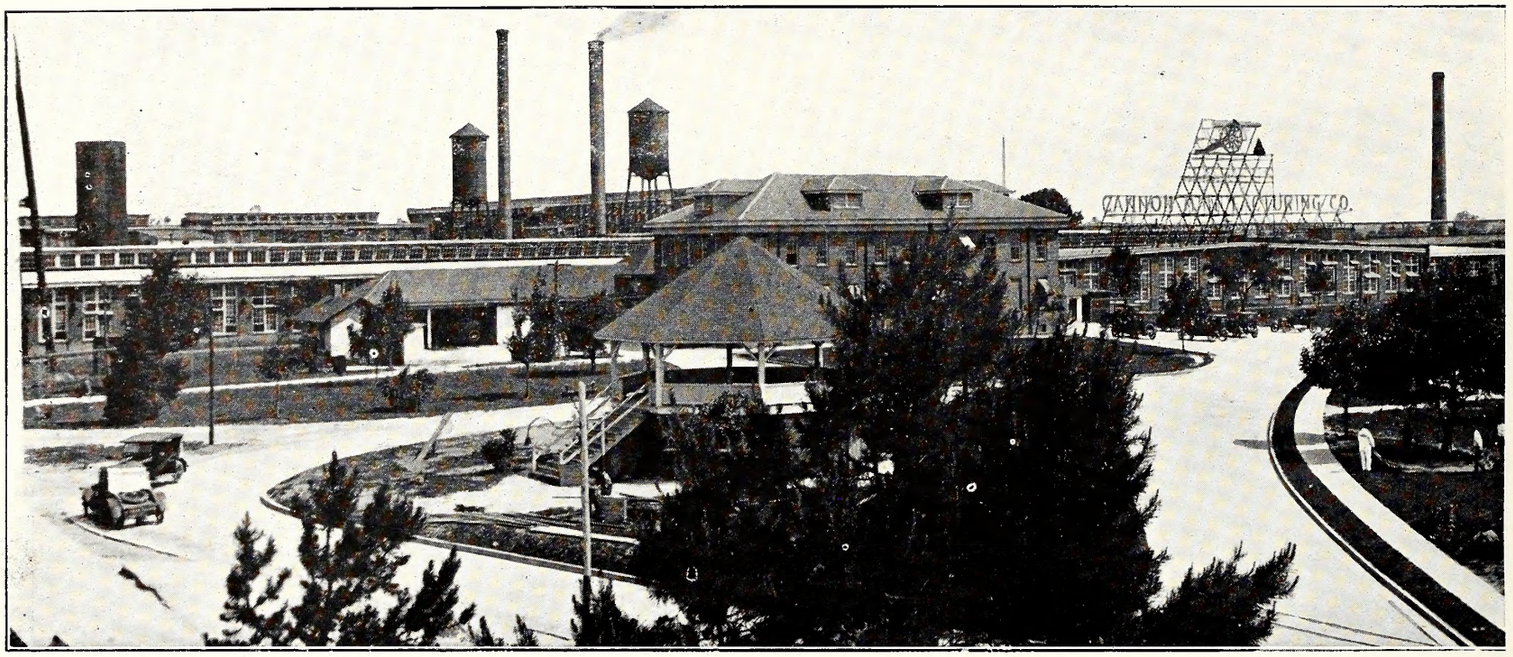
The late Mr. J. W. Cannon, the founder of this great industrial organization, was born and reared on a farm; he started in as a clerk in a mercantile store in his early teens, at 20 he went into the mercantile business for himself, but Mr. Cannon was a man of broad vision and keen foresight and he realized the great possibilities in the textile industry. He entered the cotton mill business in 1888, at that time organizing the Cannon Manufacturing Company at Concord with a capital stock of $75,000, building a 4,000 spindle mill. Today the Cannon Manufacturing Company has 150,000 spindles and 4,500 looms, these figures covering the Cannon Manufacturing Company's plant at Concord, as well as the one at Kannapolis. From the small acorn has grown the mighty oak. "The Cannon idea is an all-round policy of efficiency in every detail, buying, selling, production, distribution, labor, capital, cost of raw materials, overhead expense —and accounting."

In his later years the late Mr. Cannon was constantly planning. At home, in his office, or wherever opportunity presented, he was always busy. A genius for hard work, he had first conquered himself, which is the first requisite of success. His mind was intensely keen, he was always open to reason, and he had a way of convincing others that his ideas and his plans were right. Generous in his dealings with his fellow men, whether relatives, partners, associates or employees. His operatives all knew and loved him and never felt any hesitancy in going to him for advice or assistance. Mr. Cannon's idea was to do things for the welfare and happiness of the whole community, he did not seek big, showy charities but went about doing good in a quiet, unobtrusive way.

Mr. C. A. Cannon, president and treasurer of the Cannon Manufacturing Company, has proven himself in every way a worthy successor to his father in the directing and management of the great industry. Under his supervision the business is continually growing and is in a most prosperous condition. He is a gentleman of sterling business qualifications, sound judgment, fine democratic ideas in running his business and dealing with his help. Of a pleasing personality, easy of approach, and a fine judge of human nature, Mr. Cannon has drawn around him in the personnel of his executives, a group of gentlemen who are wholly in sympathy with



Cannon Manufacturing Company



PANORAMIC VIEW OF THE CANNON

his ideas and plans for a greater development of a great organization which shall have higher ideals for both the mills and their employees.

The other executives of the Cannon Manufacturing Company are: S. C. Simmons, vice-president; G. B. Lewis, secretary; A. L. Brown, superintendent.

The Cannon Manufacturing plant is a magnificent structure of brick, modern in architecture and artistic in design, a model in every respect; the beauty of the place has been greatly enhanced by the development of the aesthetic tastes of the management in planting and beautifying the grounds surrounding the great mills. The equipment is right up-to-date. Mr. Cannon's idea is to have the very best machinery to manufacture the best goods in largest quantity and in the quickest time. Three thousand and three hundred operatives are employed in the Cannon Mills, and the products of the mills are towels.

A little circular entitled "Towel Facts for 1923" is most interesting reading matter to one who desires to become acquainted with the largest towel manufacturing company in the world. It says:

"Enough Cannon towels are made every year to fill a freight train 12 miles long, containing 1,800 cars, each car holding 15,000 pounds of towels.

"We encircle the earth three times a year with Cannon towels, and make one mile every two and one-half minutes, which is twice as fast as a man can run.

"We make one dozen Cannon towels every second, which is quicker than you can count, in fact far more than enough to supply every man, woman and child in the country with a new Cannon towel once a year.

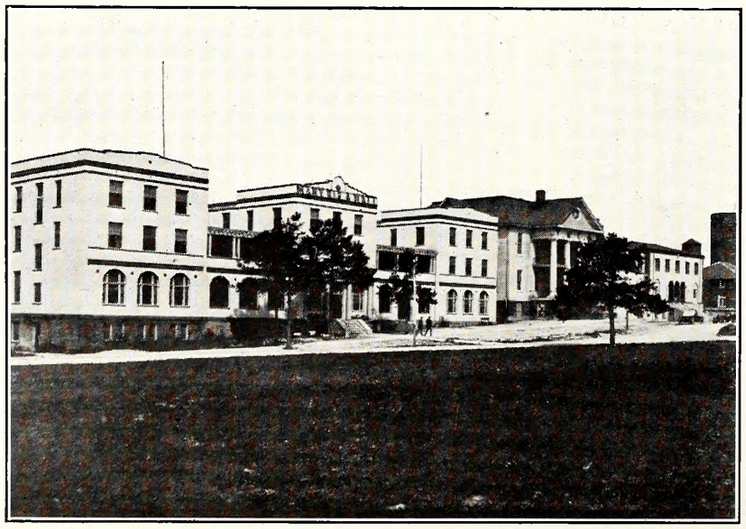
"To make these towels requires 200,000,000 miles of yarn each year, enough to reach the sun and back again.

"We encircle the earth with yarn 30 times every working day, which means we must make nearly 20 miles of yarn per second, or about twice as fast as one can count.

"It requires the cotton crop of 4,000 fifty-acre farms to supply the raw material for Cannon towels."

No words of the writer could give a more definite idea of the enormity of the business than the above statements. The entire plant is clean and orderly and working conditions are ideal. "Cannon" labels stand for the very best of everything; that is the purpose of the management, and in this they have the hearty co-operation of every employee. The high state of development in and around the plant is a true index to the character of those executives who are making such a marvelous success of the Cannon Manufacturing Company.

The Cannons believe that education will solve practically every problem, and they have united their efforts with those of the county; two handsome, modern school buildings have been erected at Kannapolis by county and mill funds. These beautiful school buildings are not only modern in architecture, but are thoroughly equipped with up-to-date devices for accomplishing the best school work. There are 2,000 pupils enrolled in the public schools and forty teachers are employed. These teachers are just as well educated and as thoroughly equipped for their work as the teachers to be found in any city school. Under the direction of Prof. Sloan the schools are doing an excellent work. His efforts are backed up and supported by the Cannon Manufacturing Company, who believe firmly that every boy and girl should have the privilege of a good education.



MARY ELLA HALL AND CANNON Y. M. C. A.

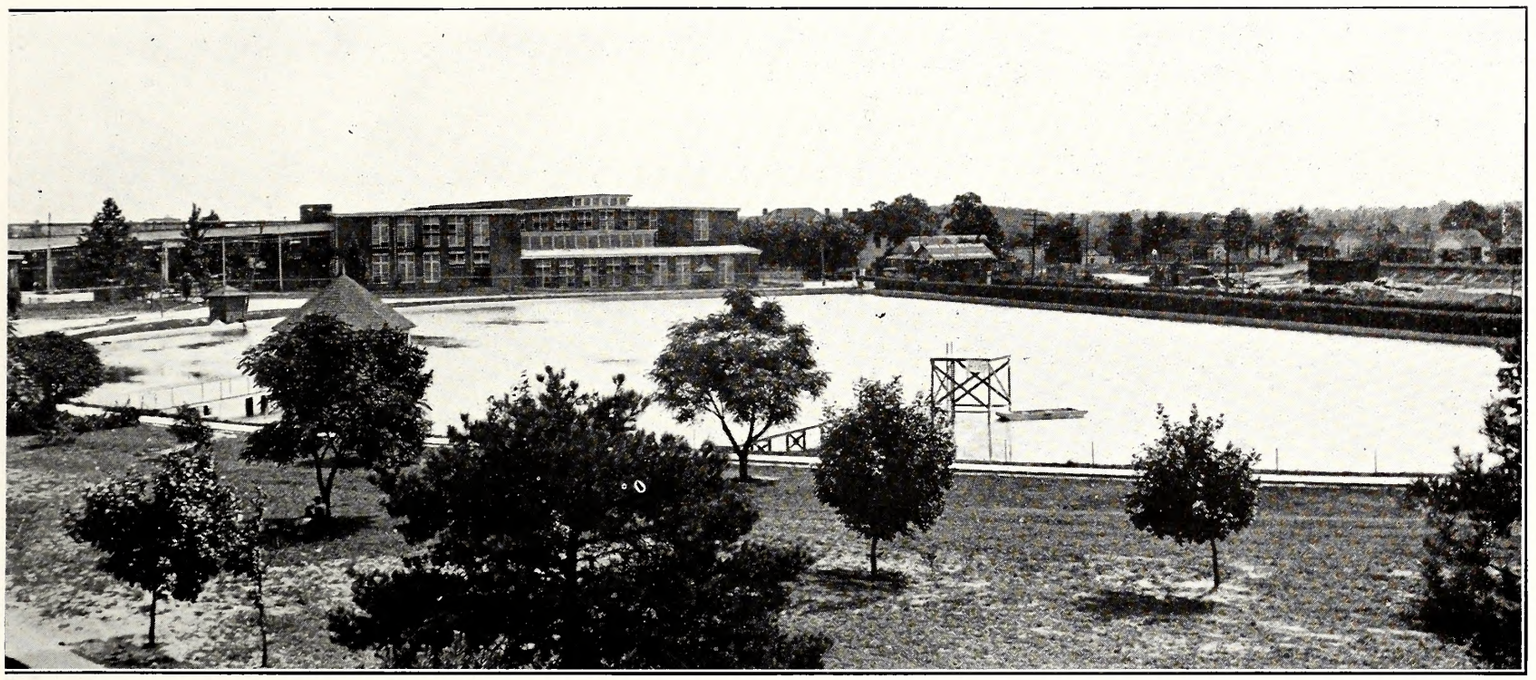
All welfare work is under the auspices of the Cannon Memorial Young Men's Christian Association, erected in memory of the late J. W. Cannon. Mr. E. J. Sharp is the general secretary and director of welfare work. The other executives of this organization are G. G. Allen, president; J. Funderburk, vice-president, and L. J. Brown, treasurer.

Mr. Sharp is one of the finest Y. M. C. A. secretaries in the country and he is vitally interested in the development and advancement of his community. With his thorough knowledge of the "Y" duties, a warm, friendly personality, and his untiring energy and enthusiasm, he is accomplishing things of untold value among the men and boys who are members of the Y. M. C. A., as well as in outside lines of welfare work. Everybody knows Mr. Sharp and has a good word for him and his way of doing things.

The membership of the Y. M. C. A. numbers 1,811, and is the largest of any association to be found in North Carolina, and only exceeded by two other towns in the United States, with a population under 10,000.

This Y. M. C. A. building is a very handsome and adequate structure, built of cement and steel, splendidly equipped and substantially and most comfortably furnished throughout. The most notable feature of the "Y" is the large auditorium which has a seating capacity of 1,400; nice comfortable chairs, a good piano, a modernly equipped stage with all up-to-date lighting effects, drop curtains, scenery, dressing rooms, etc., are included in the furnishings. There is also one of the very finest kinds of moving picture screens, and the very best type of motion

Cannon Manufacturing Company



MANUFACTURING COMPANY, KANNAPOLIS, N. C.

pieture projeetion maehines, five nights in the week motion pictures of a very high elass are shown in the audiforium. The night excepted is Wednesday night, when prayer meeting is held in the auditorium.

Other interesting features of the "Y" are a splendidly equipped and modern gymnasium, 40 shower baths, loekers, skimming pool, reading rooms, eheerful and bright, with plenty of big, eomfortable chairs, filess of daily papers and eurrent magazines, home of eity library, soeial rooms, an up-to-date dining room for speeial suppers, banquets, social entertainments, etc.

The Y. M. C. A. promotes a night school for boys and young men who have not had the privilege to secure an edueation earlier in life. In this course reading, writing, arithmetie, shop mathematies, and, in faet, any subjeet may be studied.

There are three playgrounds in the community. A "Y" seeretary direets the play life of the Central Sehool playground.

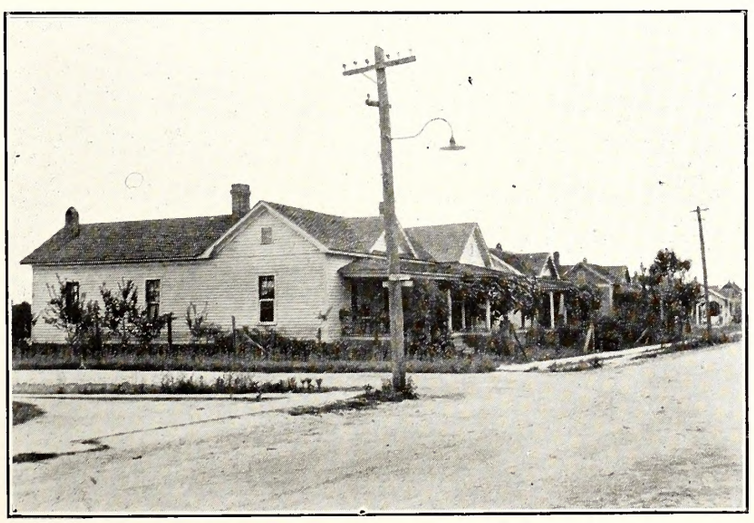
One of the very interesting things being done by the Cannon Manufacturing Company is the promoting and maintaining of a splendid eoncert band. This band earried away first honors at the Made-in-Carolinas Exposition in 1922. The band gives weekly eoneerts in front of the Y. M. C. building during the summer months.

Mary Ella Hall, named in honor of Mrs. J. W. Cannon, Sr., is the most beautiful building at Kannapolis, and was erected by the Cannon Manufacturing Company for the purpose of providing a real home for those operatives who were unmarried, or young eouples who prefer boarding to keeping house. This pleasant, home-like place aceommodates 220 people. The building is modernly equipped in every respeet. Upon entering the main threshold one is immediately struek with the air of refinement and comfort that is manifested in the hardwood floors, handsome furnishings, the fine speeimens of potted plants sueh as palms and great ferns, cages of golden throated eanary birds add a happy note to the seene. This is the broad lobby containing the offiees, eigar and news stand. A little farther down the hall one finds the big parlor with its beautiful overstuffed furniture, piano, vietrola, handsome rugs, copies of famous pictures, and pretty draperies, carrying out the color scheme. A number of small sitting rooms opposite the main parlors provide pleasant places where one may entertain friends in private; these last named sitting rooms are especially nice for the young ladies of the hall. On the second floor is another parlor, largely used by the married eouples. The rooms are very comfortable indeed, with plenty of closet space, niee furniture and linen; and hot and cold running water in every one of them. The plumbing is excellent, hot and cold shower and tub baths are to be found in adequate numbers on every floor. The building is three stories, concrete, and is divided into three separate and distinet seetions. The east wing is for single girls, the central seetion for young married couples and the west wing for the single men. Besides these there is a fine large swimming pool with loekers, etc., and up-to-date gymnasium whieh are for the use of the women in the building as well as for women of the eommunity; a good laundry is free to the women and girls in the Hall; an ice manufacturing plant for manufacturing iee used in the Mary Ella Hall; a very attractive and well equipped dining room for the boarders; and an infirmary for those who may beeome ill. Mr. Sharp informed the writer that there had only been one inmate of the Hall in the three years it has been in operation that has been siek enough to go into the infirmary. A young lady of the Mary Ella Hall stated that the girls were required to be in at 10:30 p. m.; breakfast is served at 6:30 and they go to work at 7 a. m. Everything about the Mary Ella Hall, including "Mother Norfleet," was as clean and neat as eould be. Mr. Sloan also has the supervision of Mary Ella Hall. The rates are so small for room and board in sueh an attraetive, eomfortable, steam heated plaee that outsiders would marvel at how it ean be done.

Ten ehurehes of various denominations furnish the spiritual atmoswhere of the eommunity. Both the Methodist and Baptist churehes have a membership of over 1,000 eaeh. Each ehureh has its own active Sunday sehool and a great interest is manifested in religious affairs.

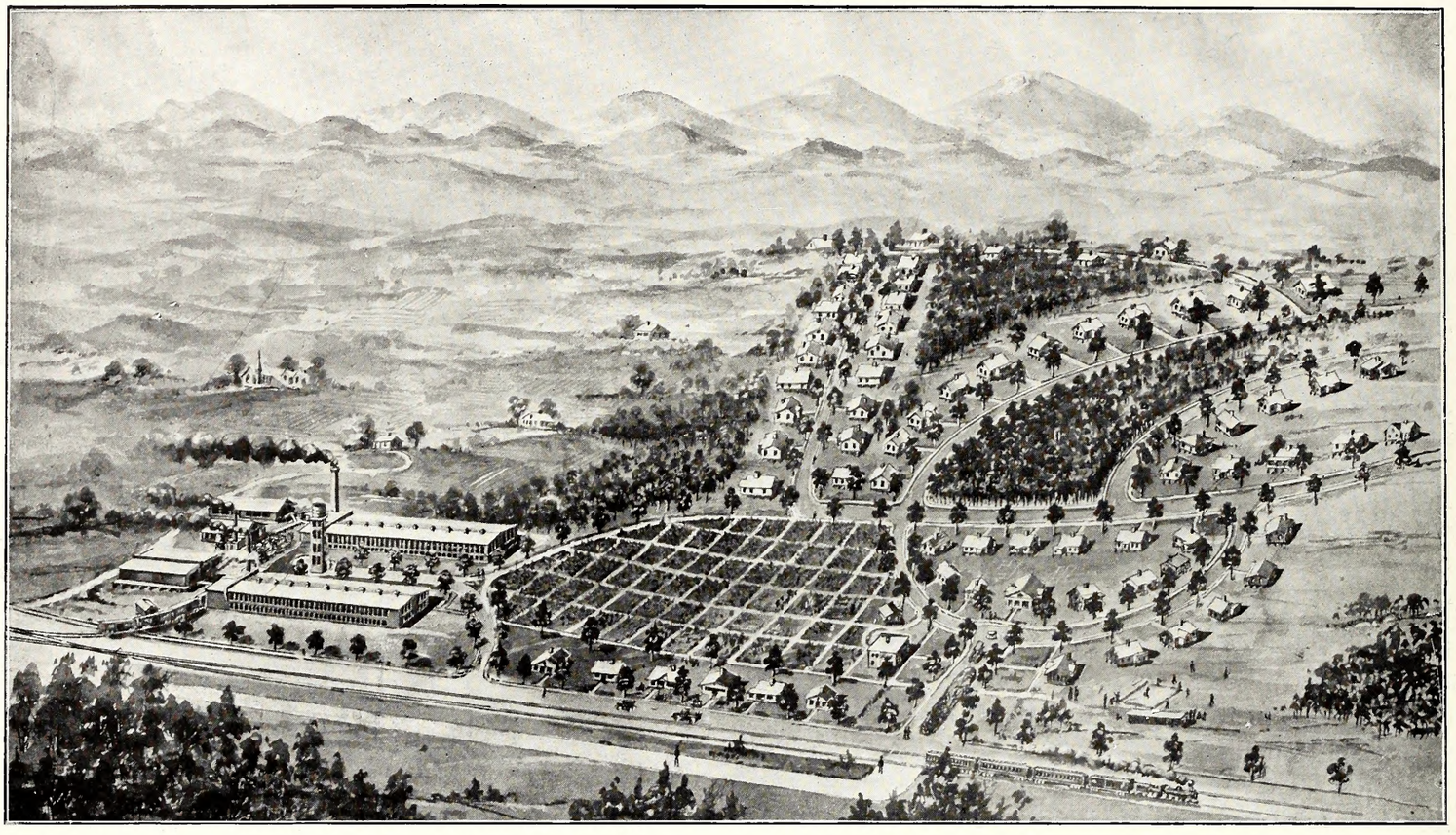
There are a number of elubs among the operatives; one of the most prominent is the Woman's Club, whieh has for its objeet the study of home eeonomies, music, literary works, hygiene, ehild welfare, or care of ehildren, etc. A cordial interest is manifested by the members and there are most interesting meetings. The King's Daughters is another very active organization. A number of fraternal organizations, ineluding Masonie, Odd Fellows, W. O. W., Jr. O. U. A. Mechanics and others hold the interest of a large part of the male population. There is also a flourishing Chamber of Commeree at Kannapolis with a large membership.

There is a well equipped playground at eaeh of the large sehools and one speeial playground, or athletic field owned by the Y. M. C. A. and equipped for baseball, basketball and tennis.



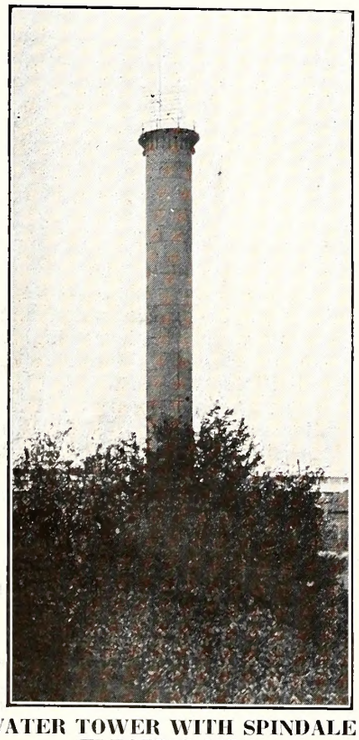
COTTAGES AT CANNON MANUFACTURING COMPANY

Tanner Group of Mills



PANORAMA OF ORIGINAL SPINDALE DEVELOPMENT. (FOUR PLANTS HAVE BEEN ADDED SINCE THIS WAS MADE)

The Tanner group of mills eomprise nine manufaeturing enterprises of various kinds and are among the most modern, up-to-date mills in the eountry. Seven of them are loeated at Spindale, a new and model industrial town of 3,000 inhabitants, while the eighth and oldest one of the group is loeated in Rutherfordton, whieh is two miles from Spindale and the ninth and largest, the Henrietta mills, have plants at Henrietta, N. C., Caroleen, N. C., and Cherokee Falls, S. C.



WATER TOWER WITH SPINDALE ELECTRIC SIGN

These mills with their offieers, are as follows:

Henrietta Mills, Caroleen, N. C., Henrietta, N. C., and Cherokee Falls, S. C.: President, S. B. Tanner; secretary, P. G. Blanchard; treasurer, K. S. Tanner; general manager and superintendent, T. B. Stevenson. Capital, $3,500,000.

Speneer Mills Company, pioneer of the Spindale group, founded in 1916: S. B. Tanner, president; K. S. Tanner, viee-president and treasurer; G. B. Howard, assistant treasurer; S. E. Elmore, secretary; capital, $336,000.

Spindale Mills Company: S. B. Tanner, president; K. S. Tanner, vice-president and treasurer; G. B. Howard, assistant treasurer; C. L. Miller, seeretary; capital, $350,000.

Stonecutter Mills, Inc.: S. B. Tanner, president; T. B. Lovevlace, viee president; K. S. Tanner, secretary and treasurer; J. C. Cowan, Jr., assistant treasurer; capital, $800,000.

Spinners Processing Company: C. W. Johnston, president; R. H. Johnston, vice president; S. E. Elmore, treasurer; K. S. Tanner, seeretary; capital, $600,000.

The Elmore Company: K. S. Tanner, president; S. E. Elmore, viee president and treasurer; Carl Horn, seeretary; capital, $150,000.

The Horn Company: S. B. Tanner, president; Carl Horn, treasurer; G. B. Howard, seeretary; eapital, $40,000.

Parsley and Tanner, Inc.: B. B. Doggett, president; J. S. Tanner, treasurer and manager; S. E. Elmore, seeretary; capital, $35,000.

Cleghorn Mills, Rutherfordton: S. B. Tanner, president; K. S. Tanner, secretary and treasurer; R. R. Flaek, assistant treasurer; eapital, $200,000.

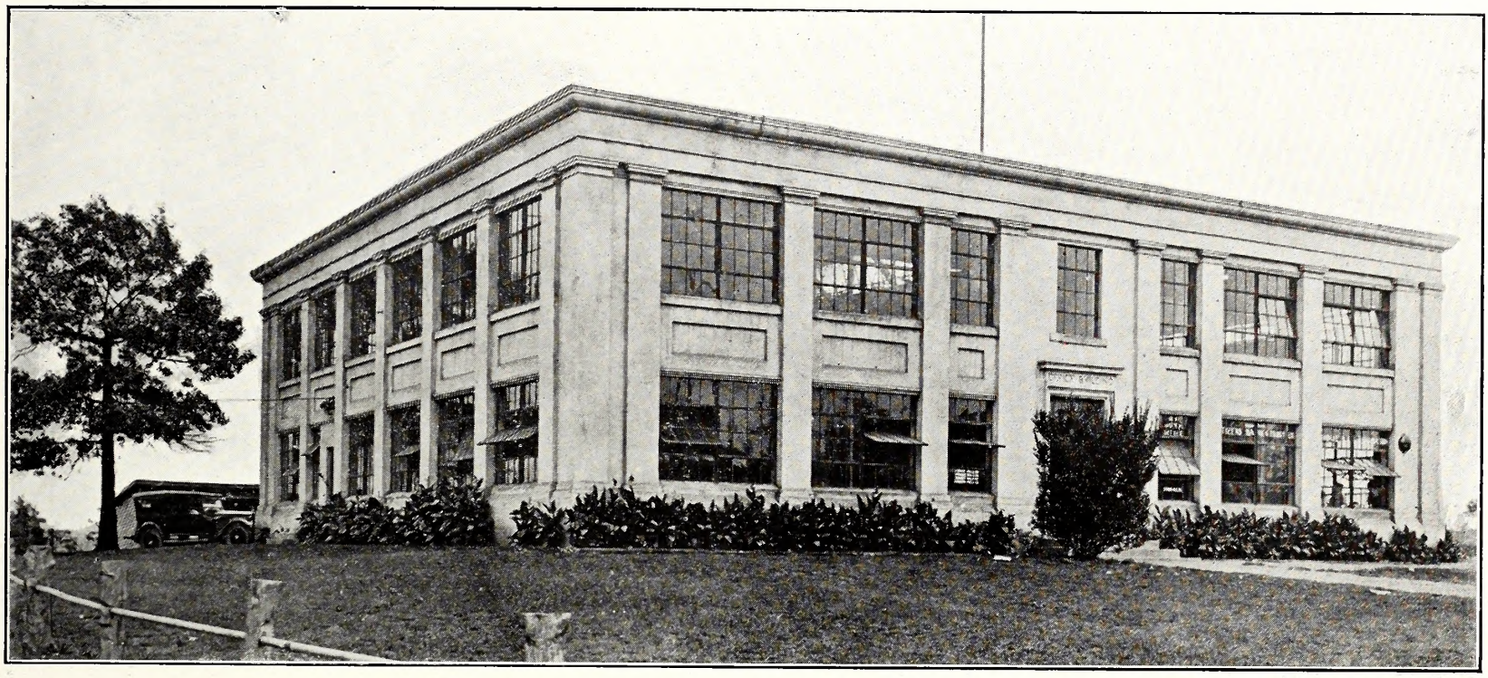
Kenneth S. Tanner, the guiding genius of this mill group, with its progressive and prosperous eotton mills and allied industries, is a young business man, full of energy, initiative and enthusiasm. He is a typical young American financier, possessed of broad and democratic ideals, and is keenly alive to the trend of the times.

Mr. Tanner is a manufaeturer "to the manner born" coming from a a family of eotton mill men on both sides of the house. His grandfather, J. S. Spencer, was one of the pioneers in North Carolina eotton manufacturing, while his father, S. B. Tanner, is one of North Carolina's most sueeessful and prosperous textile pioneers, having been the founder of the great mills at Henrietta and Caroleen.



PLAYGROUND AT SPINDALE

Tanner Group of Mills



OFFICE BUILDING OF ALL THE INDUSTRIES AT SPINDALE, N. C.

The gentlemen associated with Mr. Tanner are among the prominent cotton mill men of the State, as well as progressive business men.

S. E. Elmore, who is active manager of the mercerizing plants, is a young man who had no previous experience in mercerizing but by steady and careful management has developed into one of the most efficient men in his line.

His success as manager of the Elmore Company, a skein mercerizing company, led to the organization of the Spinners' Processing Company, a much larger warp mercerizing plant. He has demonstrated brains and energy can overcome the difficulties encountered in new industries.

Spindale is an industrial town of great natural beauty and picturesqueness. The site is on high rolling land with a fine natural drainage. There are many fine old forest trees to add to their beauty and supply cool shade to the picture. To the north lies a panorama of the beautiful South mountains, which are a part of the Blue Ridge range. The village was planned and laid out by E. S. Draper, landscape architect, of Charlotte, N. C. An enormous amount was expended in grading and paving the streets and sidewalks, planting trees, shrubbery and hedges. The cottages are all modern in every respect with from four to six rooms each, equipped with electric lights and waterworks. There is also attached to each one a generous plot for the cultivation of flowers and vegetables.

A great many splendid improvements have been made in this village during the past three years, and new, modern and up-to-date cottages are constantly being erected. There is a handsome new school building, built of brick, modern both as to design and equipment. This school is under the direction of the regular district school board. There is a nine-months term of regular public school work. Nine teachers, employed to instruct the four hundred pupils that are in regular attendance, are paid by the public school funds and special tax in the district. A fine new high school building is being planned for early erection.

Since the organization of the Spindale school seven years ago, with an enrollment of about thirty-five or forty, it has been rapidly growing and enlarging each year. Every term sees two or three new teachers added to the faculty and an increased enrollment. Although the new school building has been used only a term and a half, it is already too small. The auditorium over the Spindale store will be utilized for two or three grades; beginning this week, and this will give more room in the main school building.

The first school held in Spindale was in 1917-18. There were two teachers and the enrollment varied from 25 to 35. The first school room was in the north wing of the old Coxe House, now the Spindale Inn, but was moved before Christmas to the basement of the Spindale store. After Christmas it was again moved to the room over the Spindale Drug Company. The sixth grade was the highest taught and three students were enrolled in this class.

During the 1918-19 term there was a principal and two assistants. The hall over the Spindale store was used as a school room and about sixty or seventy students were enrolled. The seventh grade was composed of four students.

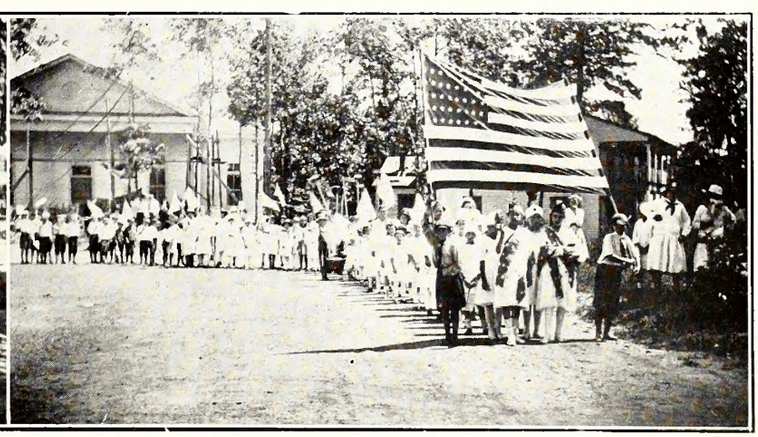
In 1919-20 a principal, assisted by three lady teachers, taught school in the old Welfare Building and in the Methodist church. The enrollment probably exceeded 125.

The first session of the 1920-21 school was taught in the Welfare building and the church. At the first of the year 1921 the school building was completed and put in use. The principal was assisted by three teachers. The ninth grade was the highest taught and was composed of four students. The enrollment for this term was between 175 and 200.

School opened September, 1921, with bright prospects. The principal was assisted by six teachers. The enrollment at the beginning of the term was 336. The tenth grade

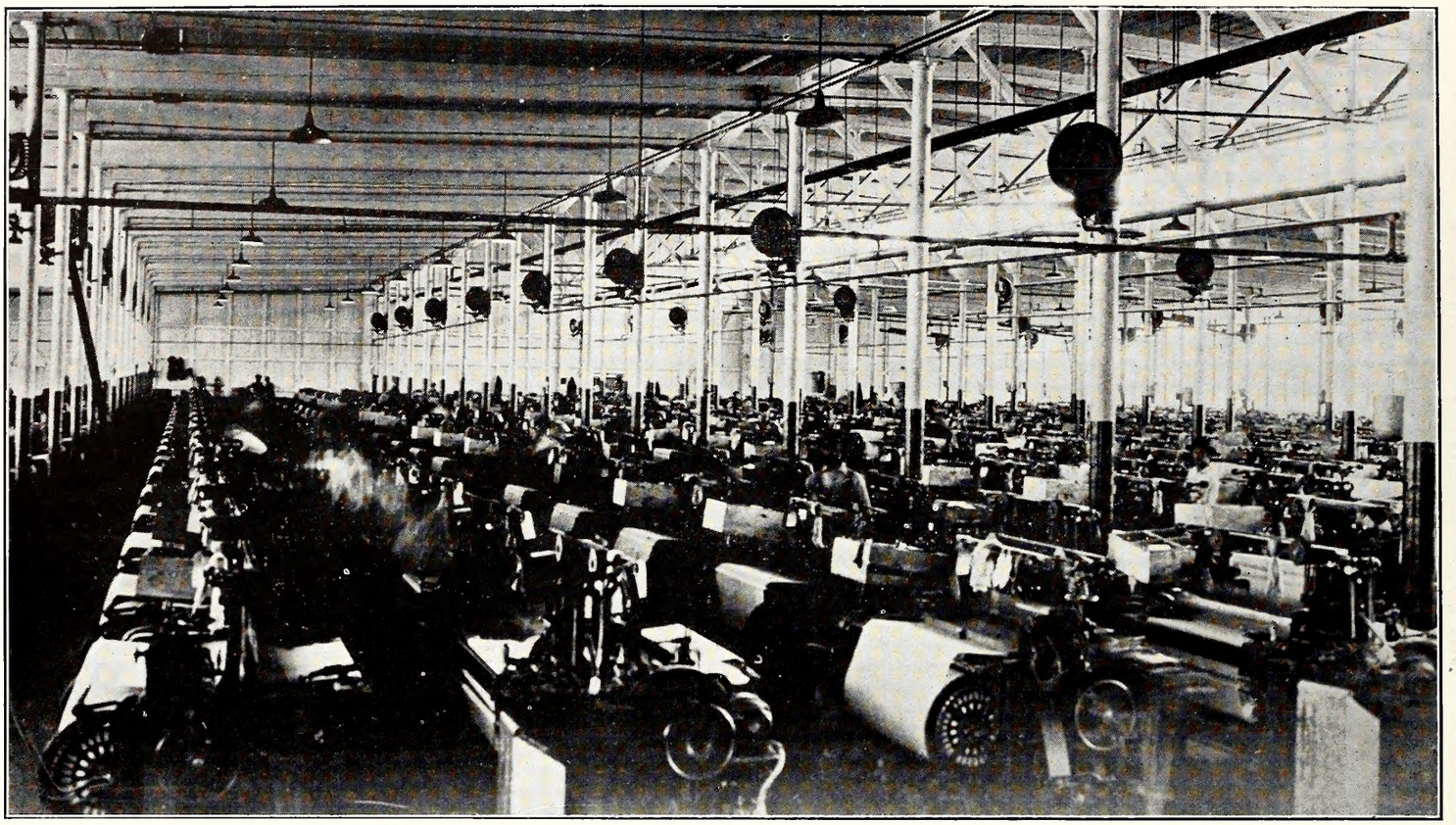


CLEGHORN-SPINDALE GARDEN CLUB



JULY 4TH PICNIC AT SPINDALE PARK

Tanner Group of Mills



INTERIOR VIEW OF STONECUTTER MILLS, SPINDALE, N. C.

was composed of eight students.

Monday morning, September 4th, the Spindale school opened for the 1922-23 term with the brightest prospects and under the most favorable circumstances of any year of its history of five. The enrollment was 500 students. There was a principal with an assistant in charge of the high school and seven other teachers. The high school is composed of about forty students and all grades through the seventh are taught. Four students constituted this year's senior class.

The 1923-24 session opened with an even larger student body and as each year goes by a more efficient school system is expected for the head men at Spindale are deeply interested in the education of the mill people, believing as they do that education will develop the efficiency needed at Spindale.

The mill people are intensely interested in all religious affairs and many are actively engaged in the work of the churches and Sunday Schools. The Methodists have an attractive church of pleasing architecture while the Presbyterians and Baptists expect to build splendid edifices in the near future. There are three flourishing Sunday Schools, Methodist, Baptist and Presbyterian.

Athletics are encouraged and various kinds of sports are found to be popular in the community; chief of these is baseball. There are always good teams in the village and the games are hotly contested. Spindale has the honor and distinction in being in the Blue Ridge league, comprising six hustling towns: Shelby, Marion, Lenoir, Caroleen, Forest City and Spindale.

Working conditions have had the most careful consideration and no pains nor expense have been spared in making them as nearly perfect as possible. The mill buildings are of standard mill construction, built of brick and made as nearly fireproof as possible. The very best systems for humidification, ventilation and lighting as well as heating have been installed, and everything about the plants is kept in a spotless, sanitary condition. The operatives are a high class lot of workers, being mostly of thoroughbred Anglo-Saxon stock, neat and clean, loyal to their mills and possessed of a fine intelligence which makes them very proficient and skillful workers.

It is remarkable how quickly the people who come from the mountains or small farms develop into skilled textile operatives. It would seem that they inherited textile skill from former generations of the Anglo-Saxon race who worked in the mills of Scotland and Ireland.

The Spencer and Spindale mills are situated near the railway station and are located side by side. They are operated under identically the same conditions. J. O. Williams is the able superintendent. Their equipment consists of nearly 20,000 spindles which are driven by electricity and 225 persons are employed in the manufacture of fine-combed yarns, warps, cones and tubes.

The mills furnished the foundation for the Spindale community, it

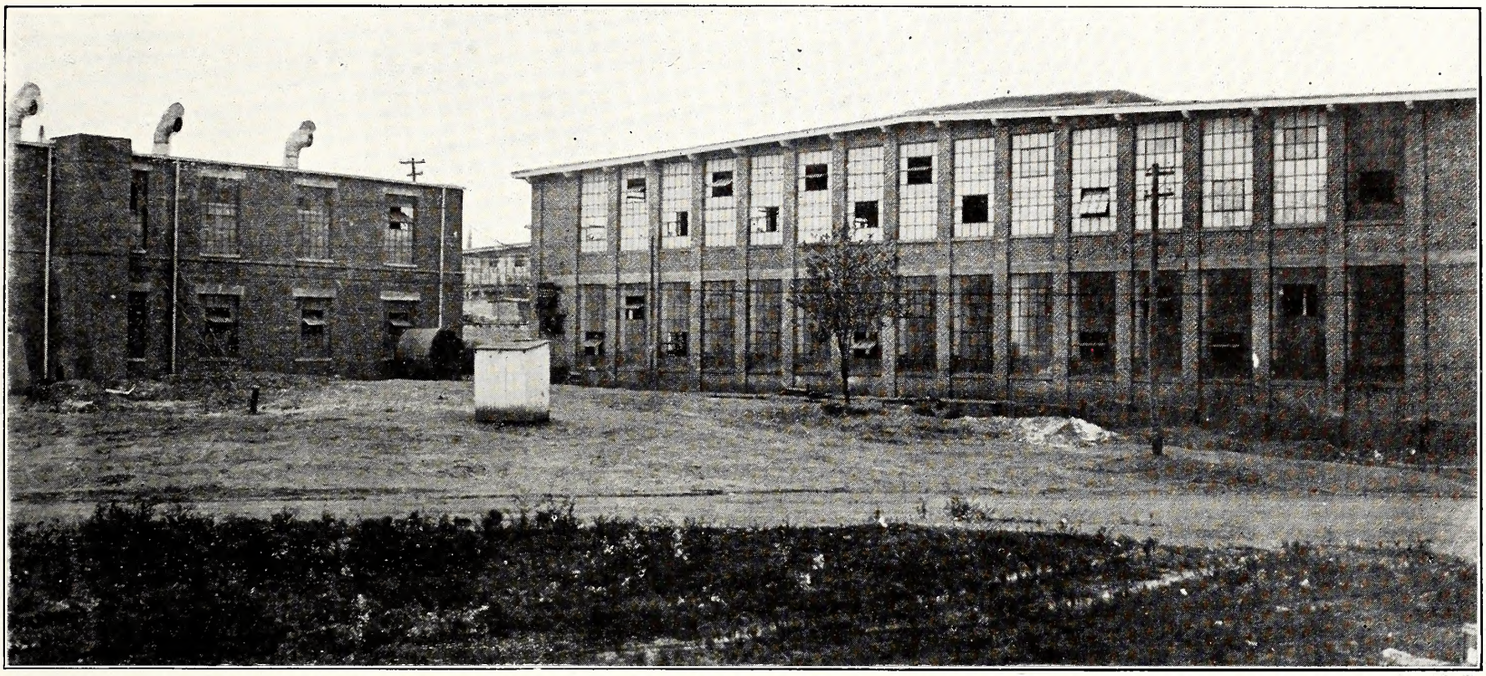


PICNIC GROUP AT SPINDALE



SPINDALE MOTHERS' AND CHILDREN'S OUTING

Tanner Group of Mills



ONE VIEW OF SPINNERS' PROCESSING COMPANY OF SPINDALE, N. C.

being the original plan of K. S. Tanner to build and operate mills manufacturing fine combed yarns.

The successful operation of the Speneer and Spindale Mills under Mr. Tanner's management and the indications that he was a careful and progressive business man and manufacturer produced the backing that has developed other lines of textile manufacturing in the Spindale community.

The Stoneeutter plant represents the most advaneed ideals of mill construction and effieieney, especially in the matter of lighting, the walls appearing to be merely a succession of glass windows. The Stoneeutter has 504 looms and employs 325 persons in the manufaeture of fancy ginghams. M. D. Haney is the popular superintendent.

The product of the Stoneeutter Mills was a step in advanee of most Southern mills. For many years Southern mills have manufactured ordinary quality ginghams and some have made dress ginghams from ordinary yarns but the Stoneeutter Mills were built to produee the finest quality of dress ginghams from eombed yarns such as were being produced at the Speneer and Spindale Mills.

The piece of dress ginghams now being produeed by the Stoneeutter Mills is not only beautiful in color and design but is so closely and smoothly woven that it feels like silk. The Stoneeutter dress ginghams not only compare favorably with the best made in New England but are pronounced by experts to be equal in texture and colors to the most popular of the imported dress ginghams.

Only a few years ago it was said that the South could not manufaeture such goods but under the splendid living conditions at Spindale and the eareful training of the organization a class of weavers have been developed that are producing as fine a quality of goods as ean be found anywhere.

The Elmore Company has 125 persons employed, engaged in skein mereerizing, dyeing and bleaching. S. E. Elmore is treasurer and manager and W. R. Wells is the eompetent superintendent.

The Spinners Proeessing Company has the very latest and most improved mercerizing maehinery and the quality of its work is excelled by none. G. A. Williams is the efficient superintendent of the plant.

The Horn Company employs 35 persons and makes rag rugs from by-produets of the associated mills, using 16 large looms. Roy Nanney is the energetie superintendent.

This is a new line of textile work for the South but the beautiful rugs that they have produced have found a ready market and in this plant it is again proven that the mill operatives of this village ean produee high quality goods of a character previously unknown to them in other works, and faith in their ability and latent skill has been fully justified.

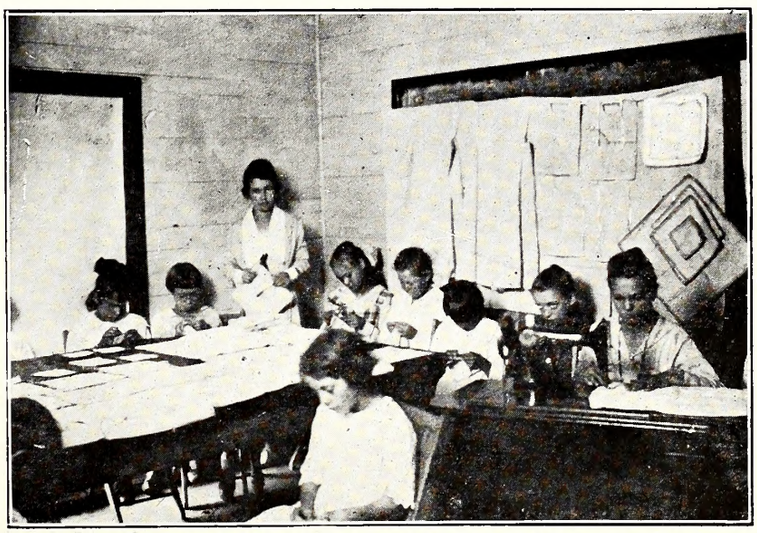
Parsley and Tanner have 100 employees working in the knitting mill at Forest City and the finishing plant at Spindale. Mr. J. Speneer Tanner is the able young manager of this plant.

They manufacture a very high grade of standard and speeialty hosiery and have been very suceessful.

The Cleghorn Mills are located at Rutherfordton, N. C. They employ 125 people and A. W. Young is the capable superintendent. Combed yarns, 30s to 50s, are the product of this mill.

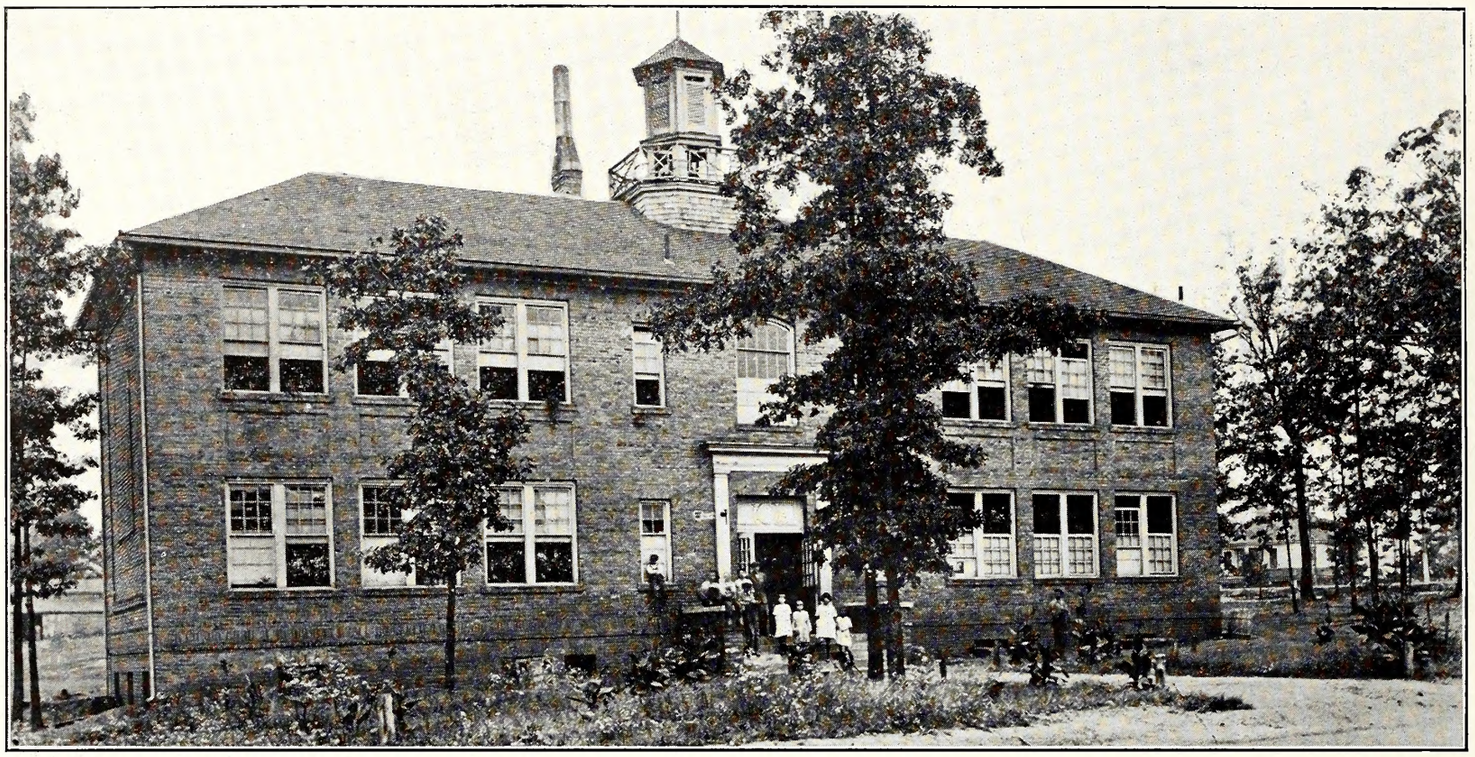


SPINDALE SCHOOL COOKING CLASS



DOMESTIC SCIENCE CLASS AT SPINDALE

Tanner Group of Mills



SCHOOL ERECTED FOR MILL CHILDREN AT SPINDALE, N. C.

Many improvements have been made in the Cleghorn village within the past two or three years. The houses were remodeled and repainted and electric lights were installed. New streets and roads were built. A handsome, commodious community building was erected with a reading room; a library with a splendid collection of books, magazines, and daily papers; baths, social halls, domestic science rooms, dining room, kitchen, sewing rooms, and department devoted to public health.

The welfare of the employees is given the utmost consideration and is regarded as being just as important as keeping the plant in good physical condition.

At Spindale the various mills have joint offices in a building which is erected of concrete, one of the handsomest office buildings in the South, wherein are located the postoffice, a branch office of a Rutherfordton bank, barber shop, bathrooms, etc.

The Henrietta Mills Company, of which Mr. K. S. Tanner is treasurer, have three large plants located at Henrietta, N. C., Caroleen, N. C., and Cherokee Falls, S. C.

They have a total of 103,000 spindles and 2,269 looms which are operated on sheeting, drills and print cloths.

The plants at Caroleen, N. C., and Henrietta, N. C., were built by S. B. Tanner, father of K. S. Tanner, and young Tanner was raised in the mill community at Caroleen.

Under S. B. Tanner and his father-in-law, J. S. Spencer, the Henrietta Mills prospered as few mills prospered in those days. They manufactured export drills and sheetings of a brand that was very popular in China and until Japanese competition came into that market almost all of the Henrietta Mills goods were shipped there.

The present officers of the Henrietta Mills are: S. B. Tanner, president; W. S. Forbes, Richmond, Va., chairman of Board of Directors; P. S. Blanchard, Richmond, Va., secretary; K. S. Tanner, treasurer; E. S. Tennent, Spartanburg, S. C.

T. B. Stevenson is general superintendent of the plants at Caroleen and Henrietta, with W. S. Moore as superintendent at Henrietta.

T. M. Plonk is assistant manager of the Cherokee Falls, S. C., plant with John F. Scott, manager, and B. L. Amick, superintendent.

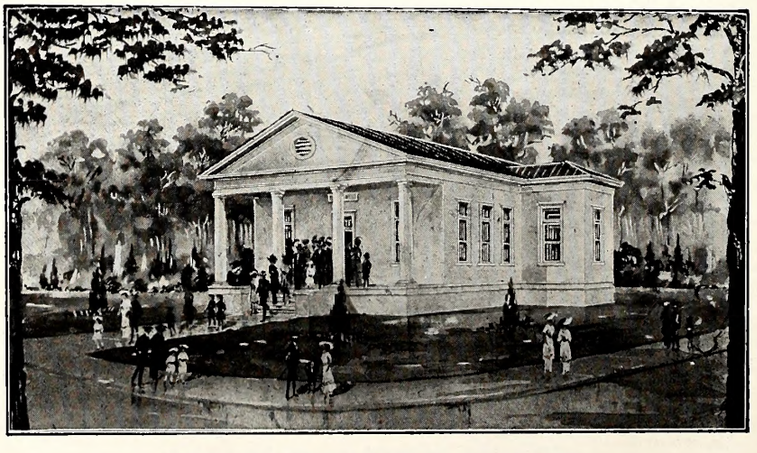
All three of the plants of the Henrietta Mills are located upon splendid water powers and the villages are beautifully located in the rolling land around the mills.

The employees have come very largely from the surrounding country or from the nearby mountains and are noted for their sturdy and healthy appearance. Many of those who came to Henrietta when Mr. Tanner was supervising the building of the first mill and who assisted in starting up the first machinery still live at Henrietta or Caroleen.

The children of the village have excellent educational advantages. The school building is modern, having been built by county funds supplemented largely by money from the mills. Three competent teachers are employed and the children are regular in attendance. Churches have been built in the community by the mills and contributions from the members. Six good Sunday

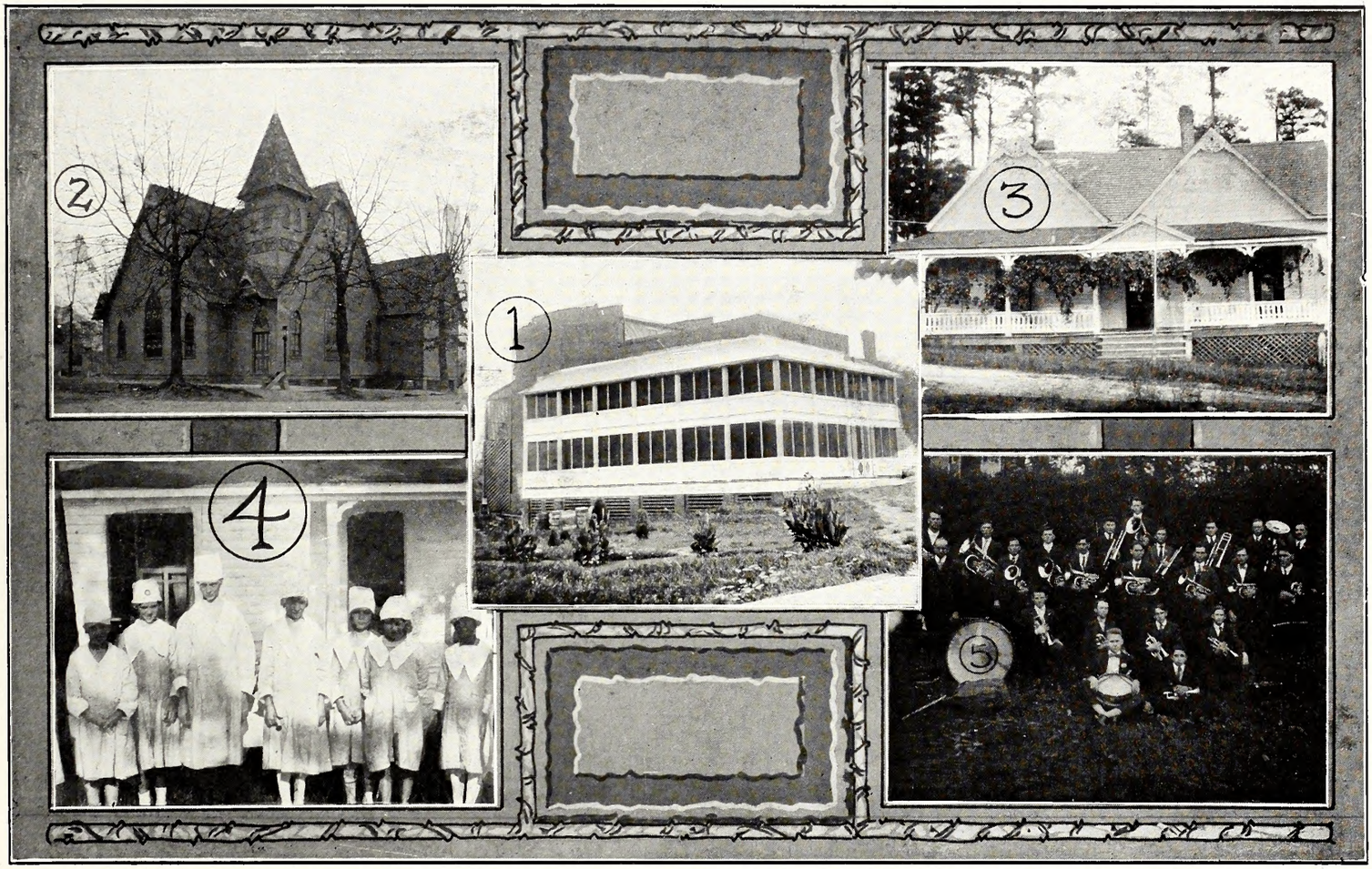


SPINDALE MOTHERS' CLUB



METHODIST CHURCH AT SPINDALE

Tanner Group of Mills



VIEWS FROM HENRIETTA MILLS, CAROLEEN, N. C.
(1) COMMUNITY HOUSE; (2) BAPTIST CHURCH; (3) CAROLEEN HOME MAKING CENTER; (4) GIRLS' CANNING CLUB; (5) MILL BAND

schools are helping to instill right principles into the children. Much interest is manifested in this work by both old and young. The men the policy of the mills. The men who control these mills believe in giving their operatives a "square deal" every time. They appreciate the interest of their employees in the workings of the mills and they realize how much an interested employee can do toward keeping up a high standard of quality of goods produced. Because of this kindly treatment of their help they have earned their confidence and loyalty and the entire organization pull together for the success of the mills.

The management of the Henrietta Mills endeavors to make the parents realize the importance of giving their children an education and urge them to give their children every opportunity.

Many of the children are very bright and make fine progress in their school work. It is not unusual at all for children from the mill communities to finish high school and fit themselves for business in other walks of life. These go out into the world and conduct themselves in such a manner as to win the respect and admiration of their friends and families.

The operatives make good wages, live well, dress well, and do not save a great deal. There is a fine spirit of good fellowship and helpfulness throughout the entire community.

The management encourages sports of all kinds among the mill people, and have equipped a baseball club with uniforms and all the necessary equipment. This club is the pride of the village, and all the villagers are ardent fans. The ball games which take place between the mill teams and other nearby towns are the source of much rivalry and interest, and are always largely attended.



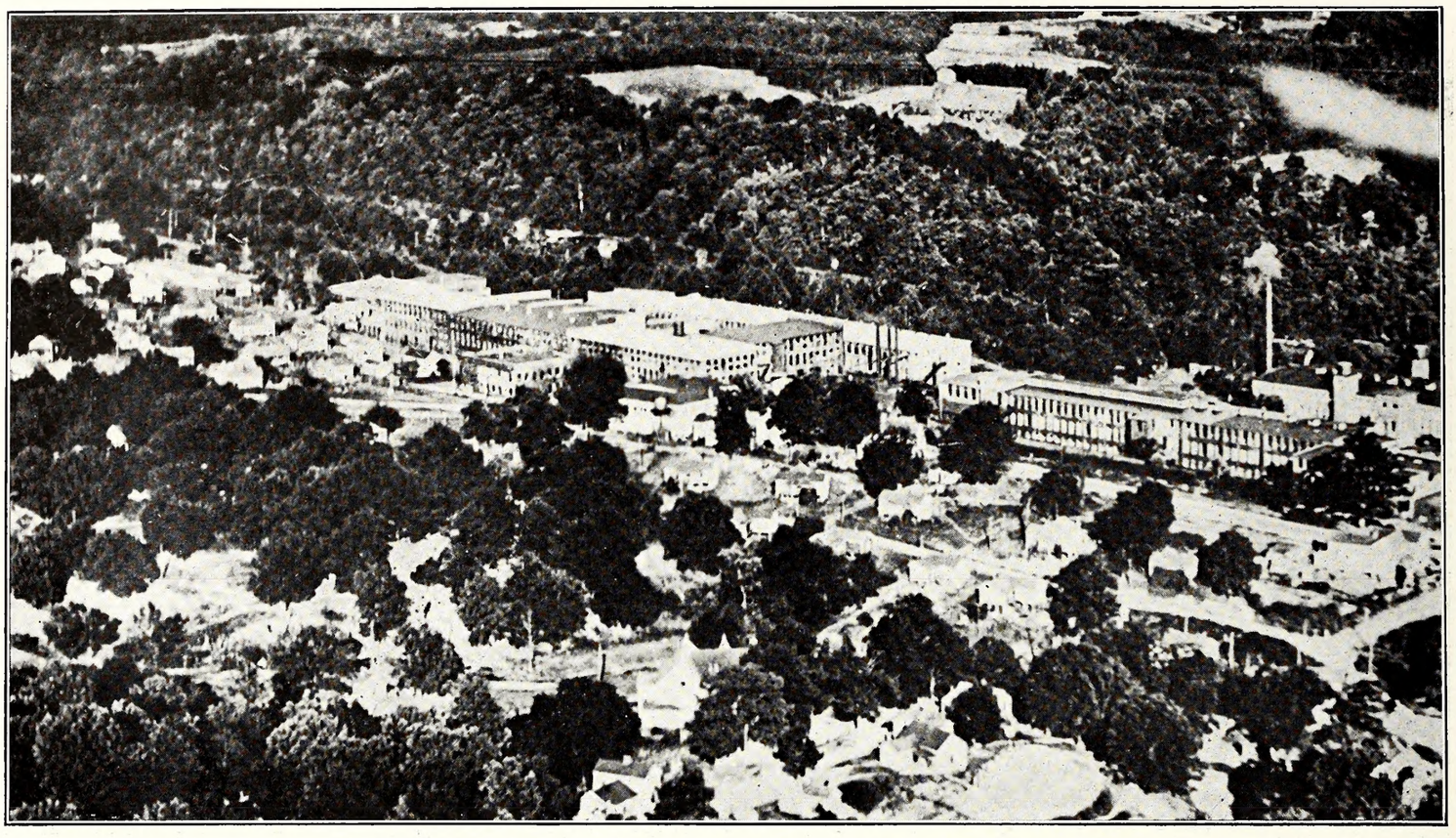
HENRIETTA BOY BAND

Music is a feature of much interest among the operatives. There are two splendid brass bands, well equipped by the managementt.

A band adds a great deal to a mill community, for they not only enjoy the regular concerts but on special occasions a uniform band is a source of much pride.

The mills controlled by the Tanner interests, perhaps better than any other group in the South, show to what extent textile manufacture in this section can be diversified. These plants furnish an excellent example of the variety of the goods that can be made in the South. This diversification is one of the greatest needs of the industry and textile authorities agree that the future development of cotton manufacturing in the South must be along lines now so well represented in the wide range of yarns, fabrics and specialties manufactured at the Tanner group of mills. The Tanner interests are pioneers in this respect and have shown that the South can successfully compete in manufacturing all textile products made in this country.

Carolina Cotton and Woolen Mills Co.



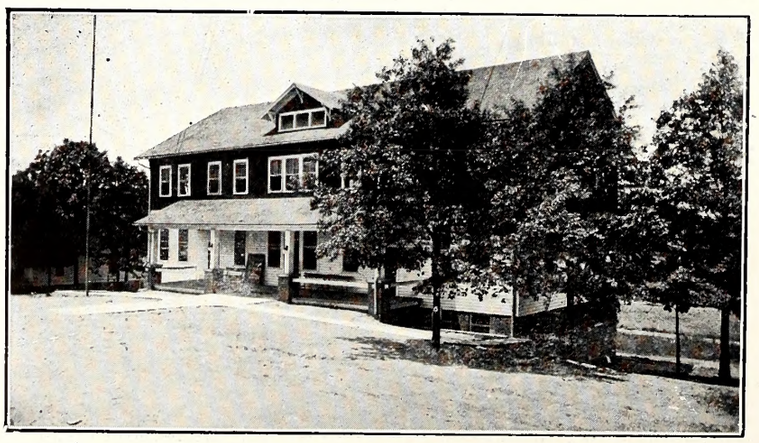
BIRDSEYE VIEW OF CENTRAL GROUP MILLS OF CA ROLINA COTTON AND WOOLEN MILLS, SPRAY, N. C.

Spray, Leaksville and Draper, N. C., are a happy combination of mills and homes. We often think that if a town is not situated on the main line of a railroad that it does not have the same advantages as a town so situated, but after making a visit to these towns one ean readily see that the main railroad traffic is eomposed of people who desire to come to Spray instead of leaving there. Indeed a gentleman complaining of the poor schedules declared that they were of little importance after all, because when one once went to Spray there was no desire to leave. The villages are all modern and up-to-date, complete in themselves, with postoffice, stores, markets, theaters, plaees of amusement, churehes, schools, libraries, laundries, cafes, restaurants.

In the beginning the serviees of a landscape artist were employed to plan and build the villages. Mueh labor and thought were given to making them beautiful and pleasing as well as eonvenient and comfortable. All streets and sidewalks are well paved, many shade trees, hedges and shrubs planted, and a spirit of civic pride has been cultivated by the inhabitants. The streets are brightly lighted by electricity and there are water, lights and sewerage in all the cottages. The homes are most attractive, convenient and eomfortable, with many built-in cabinets, closets, screens, eool porches, excellent plumbing baths, toilets, kitehen sinks, and as eomplete in every way as eity homes. Many bright flowers and green lawns enhance the beauty of the places and make them more home-like in appearance. Nice vegetables are raised in the garden plot that goes with each cottage.

A sanitary officer is employed in each village to see that everything is kept spick and span. All garbage is hauled away at no expense to the inhabitants. There are no mosquitoes and few flies.

There are a number of boarding homes for the unmarried operatives —the Betty Fields Home for girls at Leaksville is a popular plaee for those girls employed in the mills; the Carolina Home for office workers and sehool teachers, young men and women; the River View Home for boys and girls, mill operatives, are among the most beautiful. These homes may be described as magnificent residences in appearanee. In reality they are a eombination of dormitory, hotel and elub house with all the modern convenienees and appointments to be found in sueh up-to-date and modernly equipped places. Heat, electric lights, hot and cold water, tub and shower baths, toilets, lavatories, individual beds, reading rooms, pianos, vietrolas, beautiful, substantial furniture, harmonizing draperies, plants, pietures, and many other features that are included in the home-like atmosphere of the houses. These homes were ereeted by the Marshall Field interests—that is, the Carolina Cotton and Woolen Mills. These homes are all in eharge of responsible matrons, women of culture and refinement, eapable of aeting as hostesses and eonducting the homes in a ereditable manner.



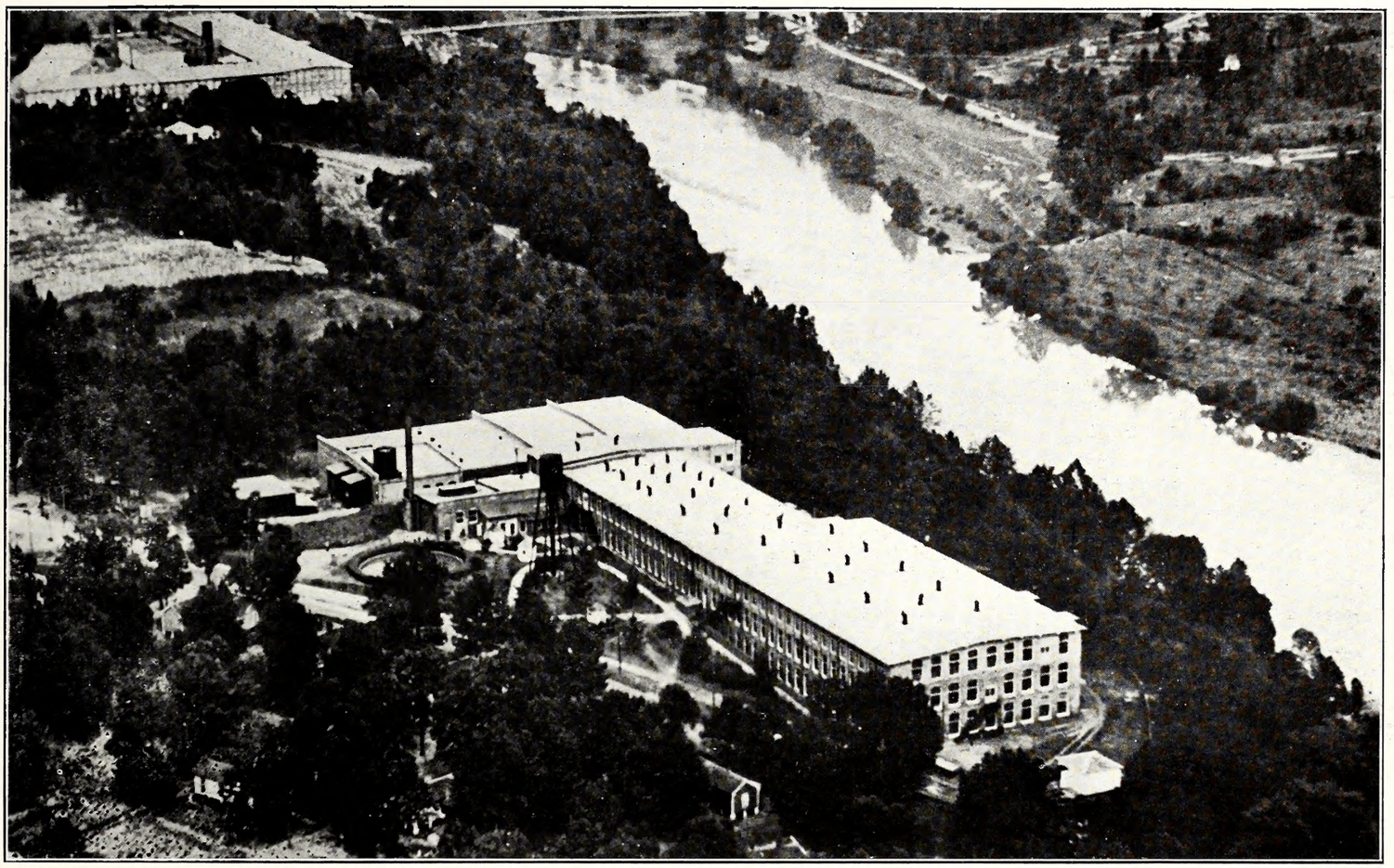
DRAPER Y. M. C. A.

It is not a drain on any one's imagination to realize that this is an ideal eommunity. The excellent working eonditions that obtain in the mills will eompare most favorably with those of any other mills in the entire textile world. It is said in commercial circles that "a satisfied eustomer is the best advertisement." At Spray to this statement is added "a satisfied employee is equally as good an advertisement."

The welfare work of these mills is eonducted as a separate and distinct department of the mill activities. It is readily seen that these mills appreciate the role that recreation and diversion plays in kindling the spirit and morale of its employees.

The welfare department is direeted by Mr. W. B. Weaver, who has been at the head of this work for several years. This department was organized about twelve years ago. It includes the workers and their families of the mills at Spray, Draper and Leaksville, N. C., all three being situated very elose together. From the very day this work was organized it has been eo-operative between the various mill interests loeated at these points. The eombined population of the three towns is 15,000 or more. The entire community is wide awake and aetively progressive. Everybody works, it is in the air—this spirit to put something over, to do something, the

Carolina Cotton and Woolen Mills Co.



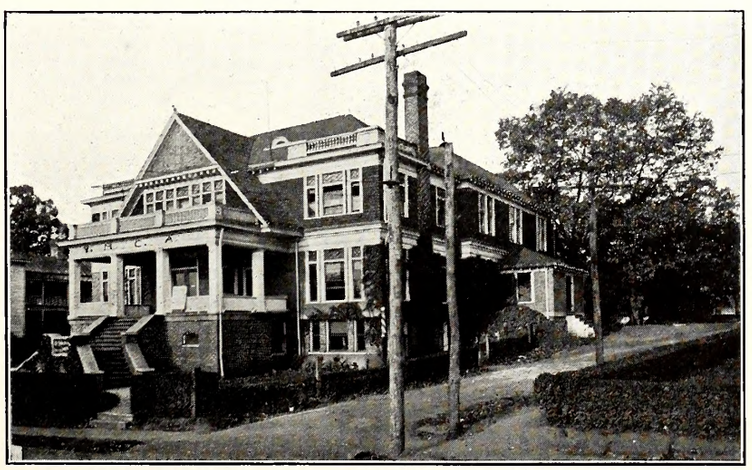
BIRDSEYE VIEW OF RHODE ISLAND MILLS AND SPRAY WOOLEN MILLS, AT SPRAY, N. C.

place is teeming with energy and enthusiasm. The cost of this welfare work is considered a most necessary and legitimate expense and is apportioned among the various mills of the three towns according to the number of their employees, and there is no limit set for the department of welfare and health, they use their own judgment and are untiring in their efforts to procure the best ideas and newest methods that will be of assistance and help to the operatives and their families.

The work of the Spray welfare department is made to conform to certain well defined principles and is carried out with a definite object in view. The raw material with which it works is human nature and the products obtained are health, happiness and contentment. To balance work with recreation, to provide every opportunity for useful study, to develop the mind as well as the body, are some of the objects for which it strives. It seeks to surround those who work with the things that keep life from being so narrow and monotonous and to encourage every form of self-improvement.

All the inhabitants of the Leaksville-Spray-Draper communities are of all-American stock and speak only the English language. This fact alone is worth a great deal to any industry, whether large or small. There is a certain unspoken sympathetic understanding existing between labor and capital that cannot possibly be found in a factory where rules and regulations must be printed in a half dozen different languages so the operatives may understand what is required of them. These pure-bred Anglo-Saxon people at the Leaksville-Spray mills are proud, law-abiding set of American people, apt and intelligent, who respond readily to a sincere friendly interest; but, because of this proud sensitiveness they must be handled with delicacy and tact in order to get the best results.

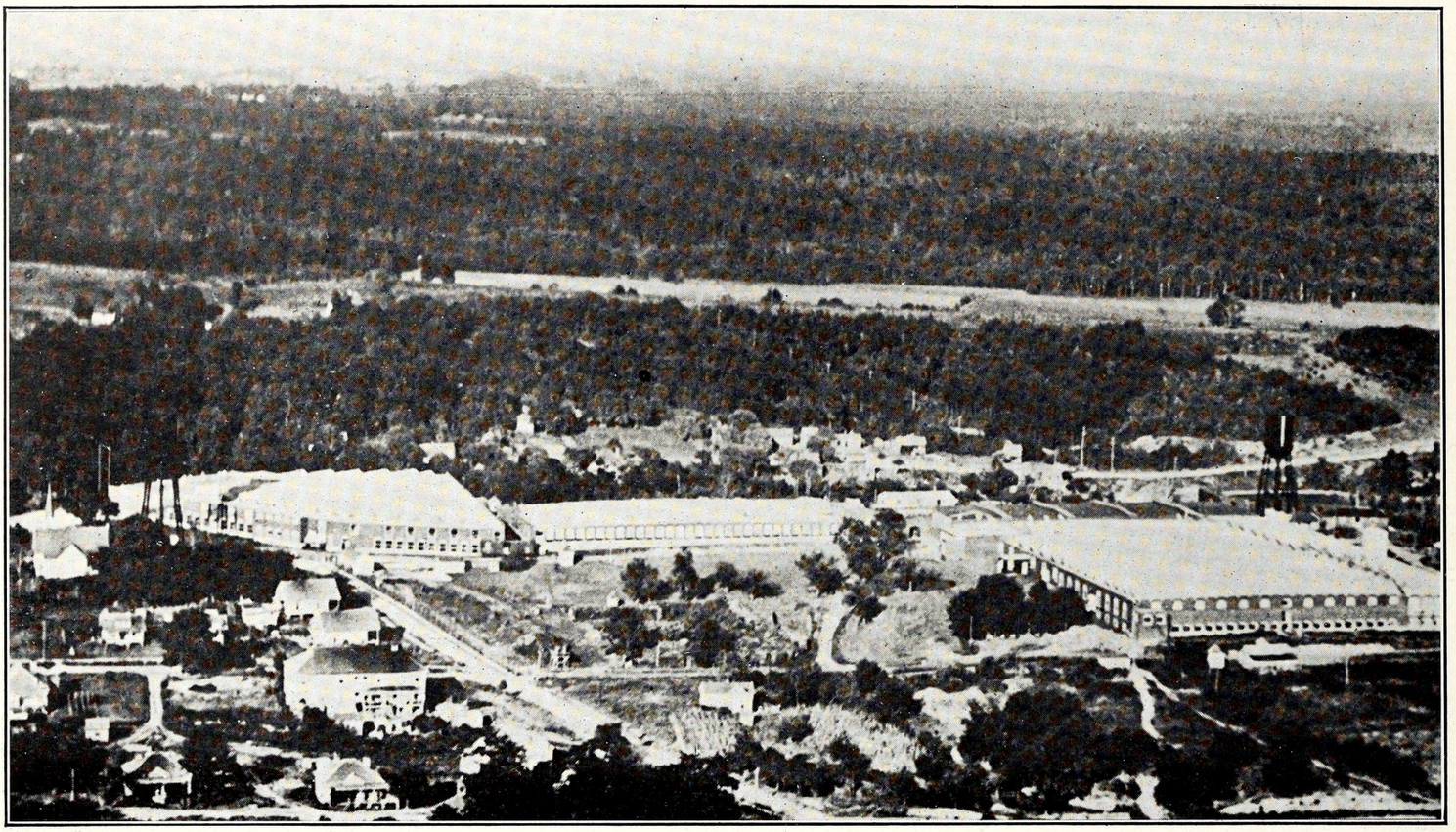
Most of these people are natives of the Carolinas, a majority from the immediate vicinity, having never worked in any other mills. Their lives are far easier today than when they first came from their little farms or tenement houses on larger farms, where they worked from daylight to dark in the fields and lived so poorly, undernourished, with few comforts of life, and very little ready cash. The workers have a pleasant environment and are healthy and comfortable, with good wages, good homes, good clothes, good friends and far more of the pleasures, comforts and luxuries of life than they ever dreamed of possessing, to say nothing of the marvelous improvement in their educational, social and religious advantages. It would be hard indeed to make many of these operatives realize that they are the same persons should they be presented with photographs of themselves when they first came into the communities, so much have they changed in appearance and ideas. Being apt and intelligent, it did not take them long to catch on to the workings of the mills, under the tactful and patient direction of the instructors in the mills, and today numbers of them are very skillful and most efficient.



SPRAY Y. M. C. A.

The Leaksville-Spray-Draper welfare department is perfectly cognizant of this fact and are bending every effort to provide the most modern, up-to-date schools for the children in their communities. Only the most competent, capable teachers are employed and the curriculum maintained is very high. There is a modern school building, well equipped with the most approved type of apparatus for the development of the finest graded school work in each village. The Central High School is a magnificent building, far above the average of schools to be found in towns of much larger population than the three villages combined. A competent corps of teachers instruct the children so thoroughly that they have no trouble in entering the State University

Carolina Cotton and Woolen Mills Co.



BIRDSEYE VIEW OF CAROLINA COTTON A ND WOOLEN MILLS, AT LEAKSVILLE, N. C.

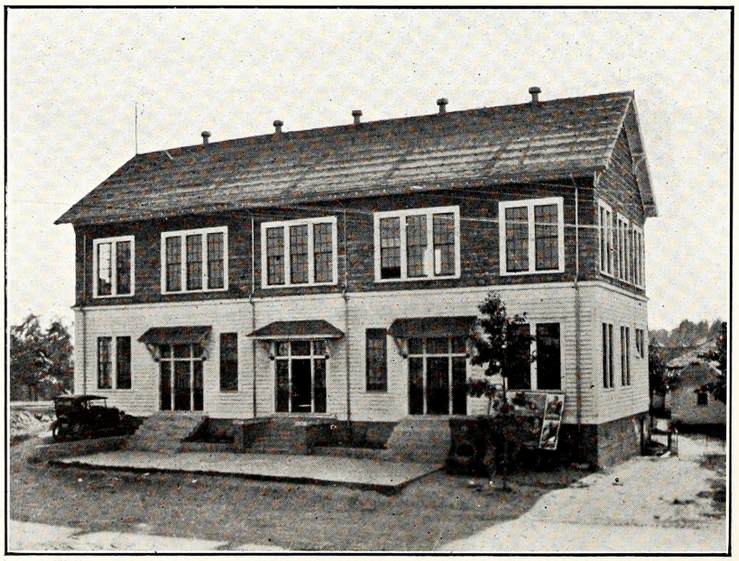
or colleges, or any other institution of higher learning.

The school buildings have the finest systems of heating, ventilating and lighting; steam heat, sanitary drinking mountains, modern plumbing, sewerage, shower baths, lockers for both boys and girls in connection with each room, gymnasium, and a splendidly equipped auditorium are features worthy of mention. The auditorium contains a large stage with modern lighting effects, scenery, asbestos curtain, dressing rooms, etc. Comfortable seats are provided. These auditoriums in the various schools are used for closing exercises, school entertainments, amateur plays, parent-teacher meetings and many social affairs.

In the Leaksville-Spray-Draper schools there are many vocational classes, both boys and girls are given an opportunity to find out what their talent is and to develop and cultivate it. The Carolina Cotton and Woolen Mills Company has maintained since 1919 a well established educational department for adults, with a paid educational director in charge. Through this department there has been put on classes for foremen in small groups as well as the larger units studying business training and modern production. One of the biggest features of the department has been its night school program. The mills have put on, through their educational department, some fifteen to twenty night school classes each year with an enrollment as high as two hundred students in a single year. A system of training has been worked out and the educational work has been directed in a strictly business sense. Definite results have been obtained in this department.

The problem of adult illiteracy has also been worked out with a great deal of success. Classes for adults have been held each year, much interest has been manifested and the attendance has been large. The mills believe that education of the proper sort is most necessary and they are particularly interested in the vocational side of education. The vocational class rooms are thoroughly equipped in every department and the instructors are competent and capable.

Good work is done under the auspices of the Y. M. C. A. The main Y. M. C. A. and community building at Spray contains gymnasium, bowling alleys, barber shop, tub and shower baths, swimming pool with individual lockers, educational class rooms for night classes, reading rooms where current numbers of the best magazines are to be found on file along with the daily papers, high-class fiction and excellent reference books. A motion picture hall, equipped with the very finest kind of screen and machines, a model grill room and cafeteria where the best quality of food is served the workers at the lowest possible cost. Club rooms for women and girls with a trained worker of pleasing personality is in charge, ready with kindly assistance and tactful advice for those who need it. A boys' department complete with new, modern equipment equal to that to be found in a much larger Y. M. C. A,. is a most attractive place for the youth of the community.



LEAKSVILLE Y. M. C. A.

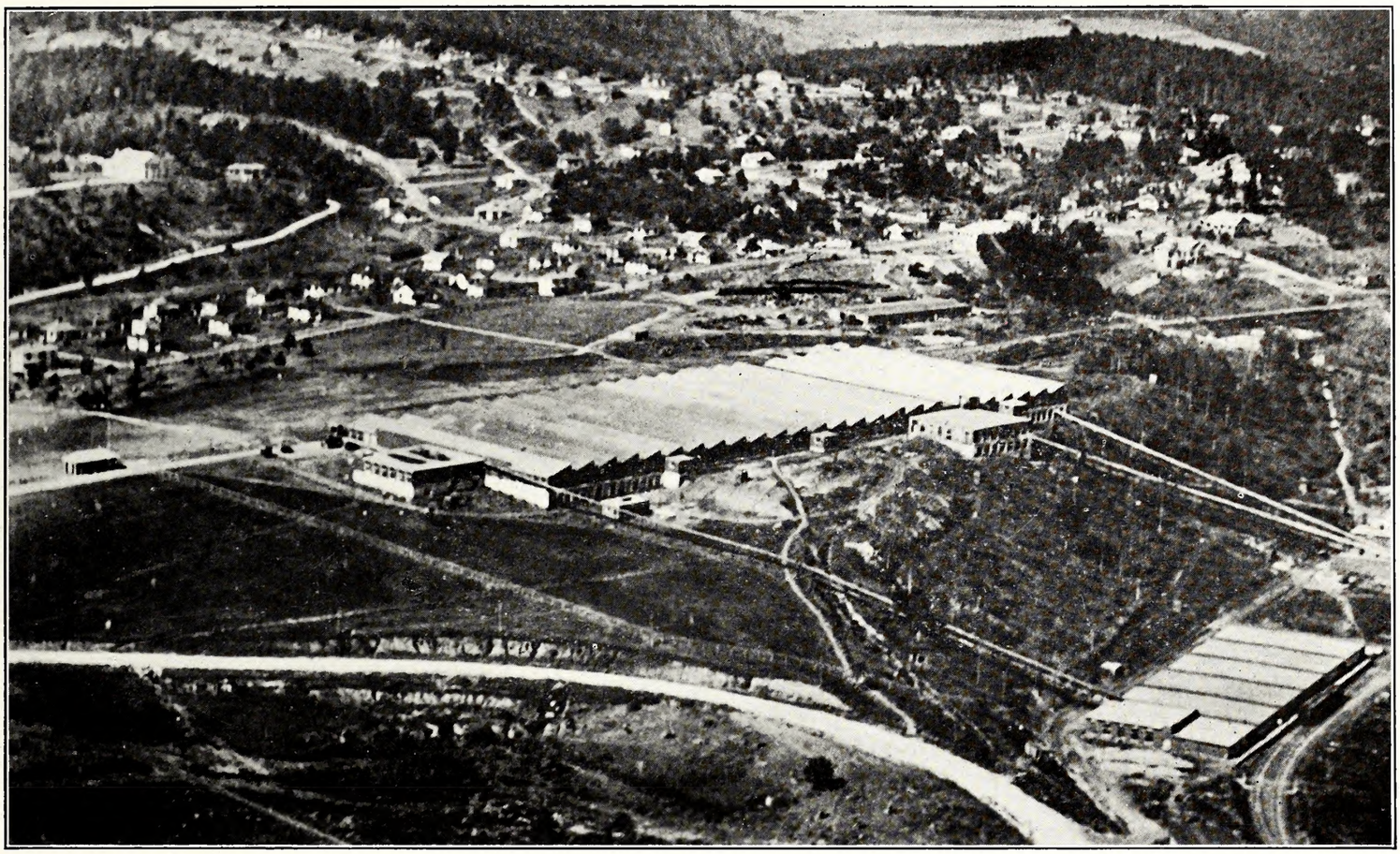
North Spray is a branch of Spray and has its own community building complete in all details. This is operated by the Marshall Field interests to reach employees of the Spray Woolen Mill and Rhode Island Mill. The work done here is the same as in other communities though not sso large.

A handsome building at Draper is headquarters for the Y. M. C. A. work. All the modern features included in the Y. M. C. A. building at Spray are duplicated in the Draper building. The large cafeteria stays open all night in order to serve the operatives working at night.

Leaksville Y. M. C. A. has incorporated all the best features of the Spray and Draper building, as it is the last one to be built. This "Y" serves the operatives of the Athena Knitting Mill, Athena Spinning Mill and Wearwell Bedspread Mill.

The personnel of the Y. M. C. A.

Carolina Cotton and Woolen Mills Co.



BIRDSEYE VIEW OF MILL AND VILLAGE OF FIELDALE (VA.) PLANT OF CAROLINA COTTON AND WOOLEN MILLS

is made up of a group of earnest, Christian men and women, trained Y. M. C. A. secretaries, of pleasing personality, intensely interested in their work and their people, untiring in their efforts to reach and help them. There are weekly conferences of all the secretaries for the discussion and working out of various problems and difficulties which arise in the work, as well as for the development of plans for future.

Domestic science classes are taught in all the different community houses, as well as in the schools, and many women and young girls are instructed in useful arts in a way that will enable them to make better homes and provide more healthful food for their families.

Athletics are greatly encouraged. Field Day events take place at the County Picnic grounds near the villages. Each village has its own teams of basketball, tennis, football, baseball and other outdoor sports. Both men and women are active in athletics and many spirited contests in all kinds of sports are the source of great interest and enthusiasm in the communities.

Community music is perhaps one of the best developed activities of the welfare department at Spray. Prof. O. A. Kircheis is at the head of this department; a man of unusual ability and talent, thoroughly capable of directing and teaching. He has been most successful in developing the latent talent of the communities. There are bands, glee clubs, choral societies, orchestras, community singing, pageants, guitar clubs, and numerous other musical organizations which have been most successfully developed. There are three bands under the direction of their own individual leaders. These leaders having been chosen because of their talent and knowledge. Frequently all three are combined in one splendid band for special occasions. Often they are invited by neighboring cities to give entertainments. In order that these bands may be kept up to their full strength at all times, Prof. Kircheis has a number of boys' bands composed of boys from 10 to 17 years of age, which he is training to play all kinds of musical instruments, as he has a very versatile musical education and is able to teach everything. These boys' bands frequently give delightful concerts and entertainments for the communities. Both boys and men take a great deal of pride in these organizations and are interested in the study of music.

There is a fine large class in violin. A splendid symphony orchestra has been developed. Many of the members are really very talented and highly accomplished. These musical organizations play all types of music, ballads, popular songs, operatic selections, majestic marches, overtures and concerts.

There are two Ladies' Glee Clubs of fifteen members each. These glee clubs sing and play on mandolins, guitars and ukeleles, give readings, pantomimes, etc. There are Hawaiian guitar clubs and fiddlers' conventions where all kinds of tunes are played. Mouth Harp Clubs, with fifteen and twenty members, give most unusual and popular concerts, the music including simple folk songs, ballads, and even military marches played by Sousa's Band. Two male quartettes in the community take definite and active parts in all community programs. Besides these there is a Choral Society, composed of several hundred members, which sings cantatas, light operas, etc.

Each morning the children of the schools unite in big children sings, in groups of five to six hundred. They are taught to sing all types of songs. Frequently they unite with the adult groups and sing.

Naturally, to carry out this program of community music it requires a great deal of organization and executive ability. The careful selection of instruments and the tutoring of so many different individualities an enormous amount of time, tact and hard work. Prof. Kircheis is doing a marvelous work.

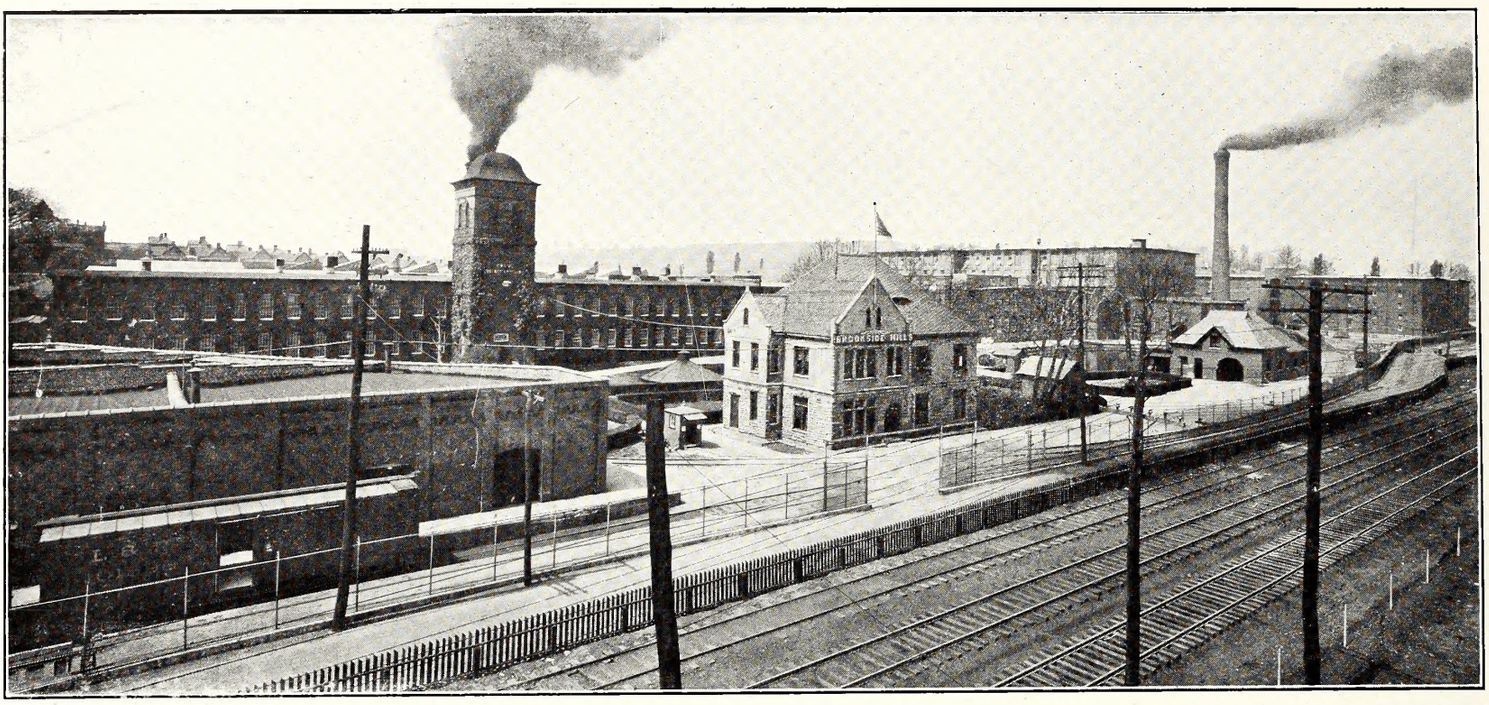
Another notable feature of the work being done in the matter of teaching training and developing the operatives so that they may become intelligent citizens, able to think and act independently is the organization in September, 1920, of the Carolina Co-operative Council, the foremen's organization of the Carolina Cotton and Woolen Mills Company. This council was the outcome of a very successful course in business training. It has continued with a great deal of success up to the present time and opened again for the year's work in September.

The council consists of managers, superintendents, foremen and loom fixers in all the mills. There is always a spirit of co-operation and of frankness shown in the meetings and a great deal of good is being accomplished in these meetings.

This organization calls for at least eight meetings during the year, including two social meetings which consist of an annual banquet at Christmas and a big picnic in the summer time. At the regular meetings there is always business to be transacted, and, generally, there is an outside speaker who talks on some technical or inspirational subject. For the past year the council has developed this technical idea and had more discussion, and the same idea is to be followed in the present year.

The success that has attended the efforts of the Welfare Department is fine evidence that the work has not been misdirected, nor must anything the Leaksville-Spray-Draper Welfare Department be confused with charity. Help those who will help themselves is the fundamental idea in the development of the work.

Brookside Mills



BROOKSIDE MILLS, KNOXVILLE, TENN.

The Brookside Cotton Mills are the largest and most progressive textile mills located at Knoxville, Tenn., and one of the finest cotton mills in the entire State.

From the very beginning of their career, the Brookside Mills have been very successful and there has been a continual growth and development which is evidence of the sound judgment and splendid executive ability of those gentlemen who are at the head of the great enterprise. There has been no change in executives for a number of years. James Maynard is president; Lyman W. Gale, of Boston, Mass., secretary and treasurer; L. H. Brown, general superintendent; H. G. Coe, assistant superintendent.

Mr. Maynard, president of the Brookside Mills, comes from a long line of ancestors who have been prominently connected with the history of the State of Tennessee, and the name is synonomous with progress and prosperity. Mr. Maynard has not fallen short in keeping up the reputation of the name. He is a big, brainy man, keen financier, intensely interested in his great industrial organization not only from the standpoint of a money making proposition but equally as much from the fact that he has such a wonderful opportunity to do big things for his fellow man. In giving the people who come from the mountain section and surrounding country into his mill an opportunity to work no harder than they did before coming to the mills, but where they do their work with much more comfort and are paid excellent wages that enable them to live far better than ever before, he does not feel that his responsibilty has ceased. He manifests an interest in their personal affairs, and is alreadys ready to aid them in any way possible, whether it be in the giving of good advice or in a financial way.

The magnificent plant, a cut of which appears in connection with this article, speaks for itself as to the kind of buildings, and the manner in which they are kept, though many features which unite to make the environment pleasant are not shown in the picture. The buildings are of concrete and brick, practically fireproof. They are kept strictly up-to-date in every respect, conditions inside and out are looked after with the greatest care. The buildings are exceptionally well lighted, the ventilation could not be more perfect and the plant is kept scrupulously clean and sanitary. It has all conveniences such as sewerage, and sanitary drinking fountains to hake the working conditions healthful and comfortable.

The machinery consists of 11,668 twisting and 82,408 spinning spindles and 2,905 looms varying in width from 32 inches to 72 inches, many having been built especially for their work. They also have 242 cards. A large variety of corduroys, ducks and grey specialties are manufactured.

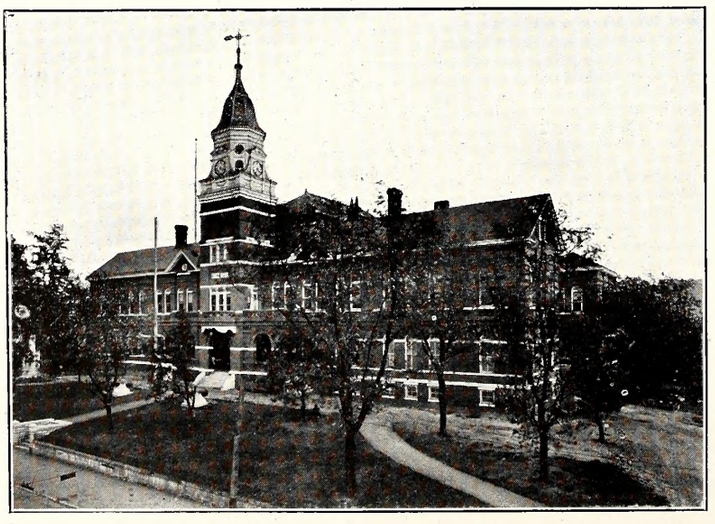
One thousand and five hundred operatives work in the daytime at the Brookside Cotton Mills and 300 are employed at night to manage the 20,000 spindles which are in operation at night.

The man whose ability and energy has been largely instrumental in piloting this company along its phenomenal road to success is Mr. L. H. Brown, one of the most expert and versatile textile men in the entire South. Mr. Brown has a wonderful knowledge of fancy weaves; indeed it may be said that this line is his hobby. He is also an inventor of several devices and methods for the handling of difficult weaves. He is looked upon as an authority in all textile matters. Besides all these things, Mr. Brown is thoroughly human and keenly interested in his operatives. He appreciates the important part the contented operative is in any great industry and he is heartily in sympathy with Mr. Maynard's ideas of developing his mills toward higher ideals.

He assured the visitor that "we are just about as happy and healthy as any people we know of, and, confidentially, we happen to know a great many people who envy us in both respects. We pay good wages and have plenty of good help and treat our operatives as we would like to be treated."

One of the big assets of the textile industry in the South is the splendid class of labor with which they have been supplied. Unlike the New England mills, where there are so many foreigners that the rules and regulations have to be printed in several different languages and tacked upon the walls for them to read, the mill operatives of the South are of pure bred, all-American stock and speak only the English language.

At the Brookside Mills this condition is true. Most of the operatives have come direct from the country and mountain sections of the State into the mill community and have brought with them the conditions and characteristics of the mountain people. The operatives at the Brookside Mills reflect their working and living conditions in their bright faces, good coloring, quick, elastic step and well nourished bodies. They are animated, well dressed, intelligent men and women who are not only expert operatives interested in their work but they are interested in current



KNOXVILLE COURT HOUSE

Brookside Mills



BAND OF BROOKSIDE MILLS, KNOXVILLE, TENN.

events of the day, loeal and civie affairs.

The management does not maintain many houses in their mill village from the fact that most of their operatives, after being with the mills long enough to get settled prefer to buy homes for themselves. They live in every ward in Knoxville and are recognized as desirable eitizens. Many hundreds of them own their homes and take great interest in keeping them in good repair and beautifying them. The management does maintain 44 houses in their little village whieh has a population of approximately 150 people. These houses are neat, attraetive eottages of three, four and five rooms eaeh, having sueh eity eonvenienees as lights, water, sewerage, baths, ete. They are kept in good repair and the inhabitants take pride in keeping their premises neat and sanitary. There are flower beds and shrubbery around the eottages. These do mueh to enhanee the beauty of the surroundings and show that the operatives have a love for the beautiful in their souls. Indeed, cotton mill operatives are no different from other people in the world. They are not just "a elass," they have pride, they have aspirations, they have all the finer qualities of the best people of the world at large. The only differenee is they have not had an opportunity to develop these traits. They have an oeeupation that is distinetive, but not degrading, is not destruetive of human life or energy.

In few industries is ambition given a fuller opportunity than in the Southern eotton mills.

From the time a boy begins as a doffer he dreams of the day when he will be superintendent. It is possible for any bright, industrious boy to advanee step by step until he becomes a superintendent, and the vast majority of superintendents began as doffer boys or in some similar lowly position. These boys who have grown up into superintendents and other high officials have, in most instances, found time to aequire a well balaneed edueation as well as a thorough knowledge of the textile business. In the Brookside Mills the management is ambitious for their operatives and lose no opportunity to help those who are anxious to elimb higher than the common rank and file of the mill work. Heads of departments, overseers, foremen, and many other positions of trust and responsibility about the mills are filled by men who have worked themselves up through their untiring energies and sympathetic eneouragement of the management.

As stated above, the operatives employed at the Brookside Mills live in every ward of Knoxville and are considered desirable eitizens. Naturally they are entitled to all the privileges of citizenship and are eagerly taking advantage of the splendid educational faeilities of the great eity. While a small number of the older operatives may be illiterate, it is very rare to find younger ones who are uneducated. In fact, a great many of the operatives have come into the mills for employment in order to have the opportunity of giving their ehildren educations. The management encourages them ing doing this, for, even though the children come later to work in the mills beside their parents, it has been demonstrated beyond question that the most skillful, efficient operatives are those who have had opportunities for education.

The children from the mill families feel no embarrassment in going to sehool along with those from other families in the eity. The mill children are just as bright, intelligent, and full of life as those from any other seetion, and are just as apt to make good records in their sehool work. Frequently the ehildren of mill operatives go through the higher grades of school and fit themselves for positions of responsibility and trust in other walks of life and often become sueeessful business men and leading citizens. The cotton mills have been an enormous factor in the emancipation of the poorer elass of people in the South in giving them steady employment and opportunities for advancement and development.

Welfare work has in recent years become a well reeognized feature of the cotton mills of the South. It has, of course, its humanitarian side, but looked on from a cold-blooded business proposition it has been found that dollars invested in sueh work yields handsome returns. Welfare work is today eonsidered as part of the legitimate expense of operating a cotton mill, and the mill manager who is opposed to welfare work is looked upon as unsafe and behind the times.

There is no question about the best class of operatives going to the mills where they will have best working conditions, best edueational facilities for their ehildren and best soeial and religious advantages.

At the Brookside Mills the welfare work is in eharge of a trained worker who is both eompetent and tactful. Besides the worker employed by the mills, there is a good deal of work done by welfare workers employed by the eity. Splendid results have been obtained from efforts in this work, and the management is always interested in any movement that will promote the pleasure and improvement of their people.

It has not been necessary for the company to build sehools and churches for their people for these are provided by the city and built by taxation to which the company pays its share. There is always plenty doing in the way of amusement and entertainment within the reach and means of the operatives. But they also have their own elubs, societies and socials. The management encourages sports of all kinds; there is a fine baseball team and a good diamond. Perhaps the organization in which the management and operatives take the greatest

Brookside Mills



CHILDREN OF BROOKSIDE MILLS, KNOXVILLE, TENN., ATTEND THIS SCHOOL

pride is the splendid brass band composed of fifty-four operatives of the mills. The management has provided the equipment for this band and declare it is the very finest in the whole city.

The health of the operatives is excellent. They are all insured. The mills employ a physician and trained nurse for the benefit of their people.

There are pretty playgrounds established near the mills for the use of the children. These playgrounds are equipped with all kinds of play apparatus for the pleasure and amusement of the children, and at the same time help to develop them into strong, robust youngsters. The mills and the city work shoulder to shoulder in all these things.

The operatives are interested in religious affairs and are frequently very active in church work; they feel no hesitancy in mixing and mingling with the other citizens of the town in the churches. The management thinks this is very much better for the operatives than trying to segregate them in churches of their own.

Some of the operatives at the Brookside Mills have been with the company as long as thirty years, over 60 per cent have been in their employ from ten to thirty years. This, in itself, is proof positive of the fine treatment which they receive in the mills. If they were not perfectly satisfied and contented it would be no trouble to find employment in other mills.

Knoxville is one of the great cities of the great State of Tennessee. A big, progressive manufacturing and wholesale center which offers innumerable advantages to all its citizens alike, whether they be rich or poor. Living is not only pleasant in the delightful climate of the city but unusually cheap. Because of excellent shipping facilities by both rail and water, commodities of all kinds are most reasonable, especially is this true of foodstuffs. Great quantities of fine vegetables, butter, eggs, chickens, fruits and all kinds of produce come into the city from little towns along the banks of the big, muddy, Tennessee; fresh and delicious; and at prices within reach of the ordinary individual. Fuel is also very cheap, rents are reasonable. There are wonderful schools, fine churches, libraries, amusements of all kinds; all these advantages, as well as others, are offered the people who come into the Brookside Mills.

The large band composed of operatives at the Brookside Mills, which has already been referred to in this article, has made a great reputation in Knoxville. It has furnished music for many occasions over a long term of years and each appearance of the band has always called forth a great deal of favorable comment from those who were fortunate enough to hear the mill musicians play. In addition to the fine music which this band furnishes, it has also been instrumental in showing the people of Knoxville and vicinity that the mill employees are as talented and as quick to learn as people in other walks of life. The reputation that the band enjoys reflects much credit upon the members, the other employees and upon the mill company.

The pictures of the municipal buildings at Knoxville that accompany this article are presented to give an idea of the size and progress of the city.



KNOXVILLE CITY HALL

It has been very frequently said that the cotton mills located in the larger cities operate at a disadvantage and that they cannot build up and hold as efficient an organization as the mills that are located in the smaller towns and rural communities. It has been pointed out that the varied attractions of the larger cities and the fact that they afford so many other opportunities for employment, have a tendency to draw the workers away from mill employment. This argument certainly does not apply to the Brookside Mills. These mills have always been able to secure and maintain a full force of competent employees. This record is directly contrary to the theory that where mill employees are so situated that they can leave the mill to take up other work, they will desert the mills for other occupations. It also proves that the mill employees are able to earn as high a wage as that prevailing in other industries and that a good cotton mill can secure an efficient force of employees in competition with the other industries of the larger cities.

Russell Manufacturing Company



RUSSELL MILL BAND, ALEXANDER CITY, ALA.

The Russell Manufacturing Company was established in 1902 by Benjamin Russell, who is still president and the guiding genius of the organization. There has been no change in the management since the mills were founded. T. C. Russell is treasurer; H. A. Thornton, superintendent of knitting, and I. J. Chappelle, superintendent of spinning.

The Russell group of mills has at this time 51,408 spindles and a capital and surplus of around $2,500,000. They also operate approximately 100 knitting machines and 100 sewing machines, as well as a number of lace and braid machines which are used to make the lace and braid used on the underwear which is manufactured in the underwear department. The Russell Manufacturing Company operate its own bleachery, bleaching and dyeing all of their yarn and products. They make all of the paper and wooden boxes used in packing and shipping their products. Thus it may be seen the plant is complete in every respect and gives employment to a very large number of persons.

The Russells have left their indelible mark of executive ability, business judgment and progressive ideas on the entire group of mills that comprise the Russell Manufacturing Company. Untiring in their efforts to build up the great organization, ambitious for the reputation of both their products and the class of help they employ, they have devoted untold time and means to the development of the human element of their mills as well as to the high standard of goods manufactured.

The products of the Russell Manufacturing Company include hosiery yarns, underwear yarns and underwear.

In every one of the Russell group of mills the management has taken especial pains to make working conditions healthful and pleasant. Thoughtfulness for the comfort and convenience of the operative is manifested everywhere. The equipment is of up-to-date type.

A noteworthy policy of the management is that of assisting those operatives who are ambitious to rise above the common rank and file of the mill work. Such persons are given every encouragement and are promoted to places of responsibility and trust as fast as they merit it. From this class the heads of departments, overseers, office force, are drawn. Thus it may be seen there is an incentive for those who are intelligent and ambitious.

The Russell Mill village is a model in every respect, a little town complete in itself. Beautifully located and carefully developed, it would be hard to find a prettier little place. Streets are graded, sidewalks improved, trees planted, flowers and shrubbery around the mills and in the village, all unite in enhancing the natural beauty. Five hundred well built, modern cottages and bungalows have been provided for the operatives. These cottages contain all modern conveniences such as plenty of built-in cabinets, closets, porches, screened windows, water, sewerage, baths, kitchen sinks, electric lights, making them comfortable and desirable. They are kept in perfect condition, well painted inside and out, with plastered walls and good hardware.

Education is considered of the utmost importance in the village. The mills have built splendid school buildings and there is an attendance of approximately 350 children in the schools. The management not only built, but maintains the schools, as well as the churches. There is also a night school for adults.

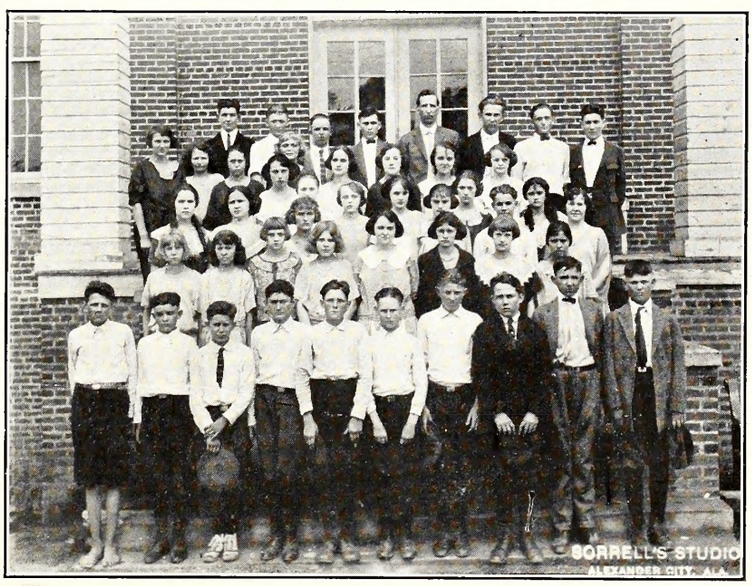
Each church has a good Sunday school and the people of the community are greatly interested in the work of the churches.

The mills have built their own water and sewerage system. They have their own hospital, fully equipped in every respect. A laundry owned by the mills is operated on a cost basis for the benefit of the help.

Sports of all kinds are encouraged; there are fine athletic fields and baseball diamond. Parks, playgrounds, equipped with all kinds of play apparatus for children, and splendid swimming pools have been provided for the pleasure of the mill people. A brass band of forty pieces, equipped by the management and directed by a paid professional leader, is the pride of the community and affords a great deal of pleasure by rendering delightful selections in the parks and on various public occasions.



SCHOOL AT RUSSELL MANUFACTURING COMPANY

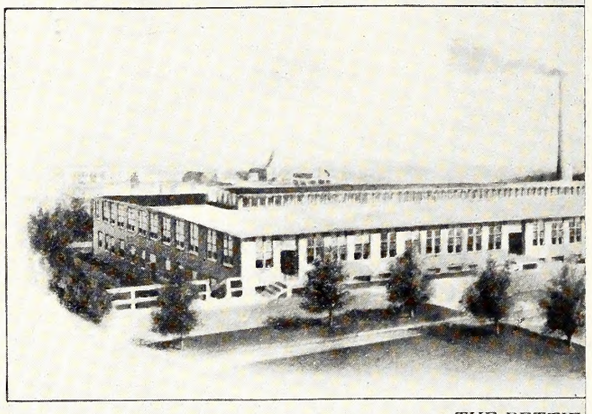


SCHOOL CHILDREN AT RUSSELL MANUFACTURING COMPANY

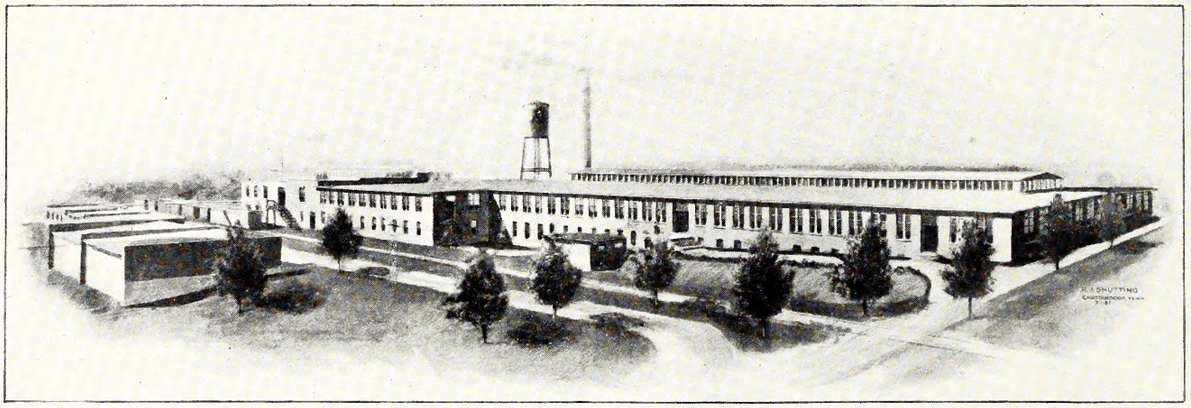
Russell Manufacturing Company

THE RUSSELL MANU

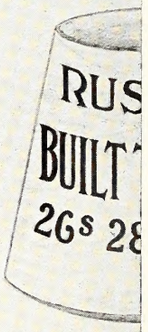
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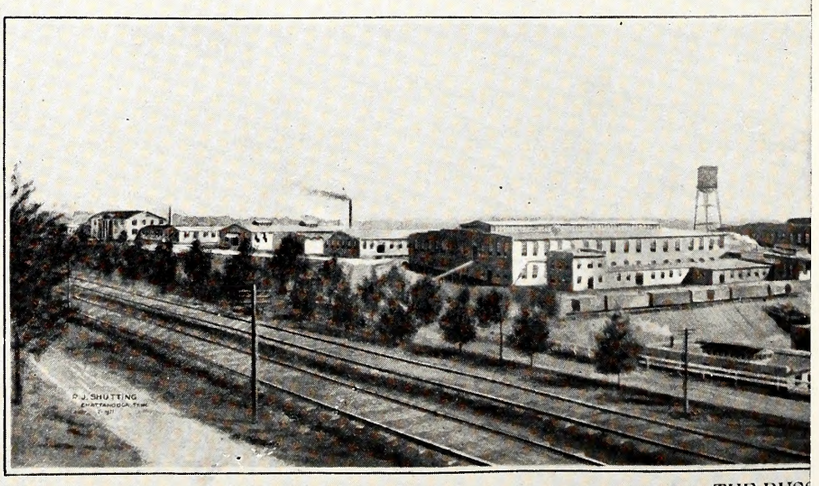
THE ROBERTA MILL



FROM FIELD T



WOMEN'S LIGHT WEIGHT
KNIT UNION SUITS

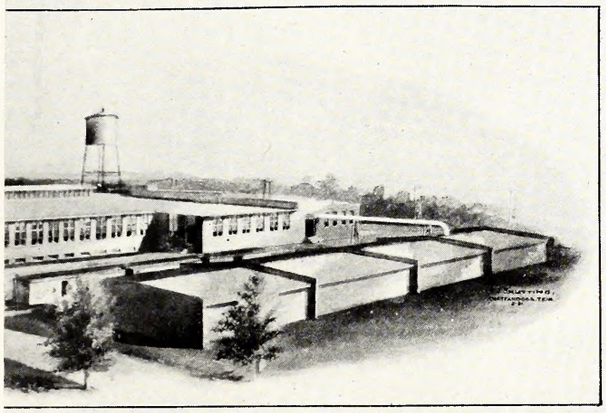


THE RUSS
CAPACITY 36,000

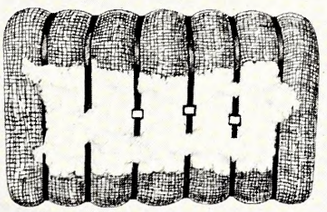
Russell Manufacturing Company

FACTURING COMPANY

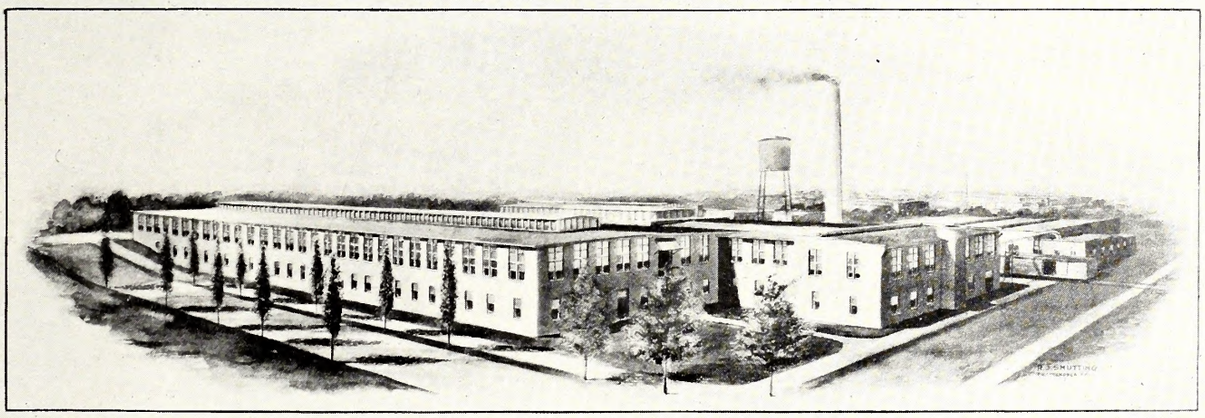
Y, ALABAMA



FRANCIS MILL

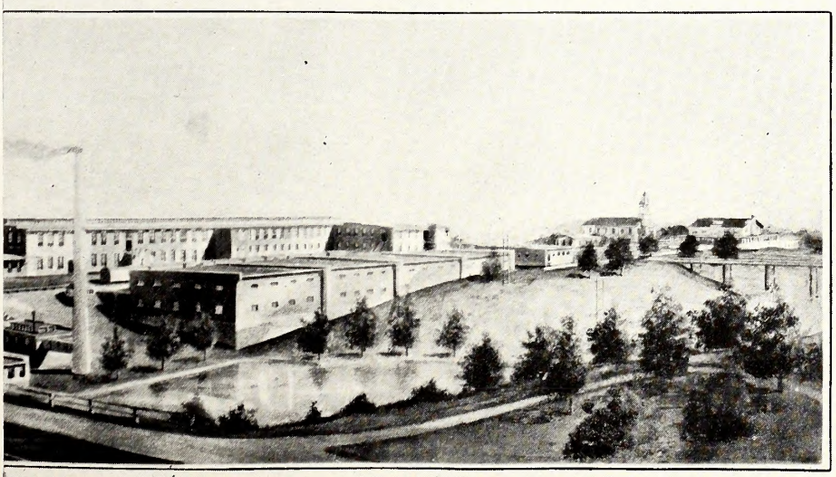






THE RUSSCO MILL

O GARMENT

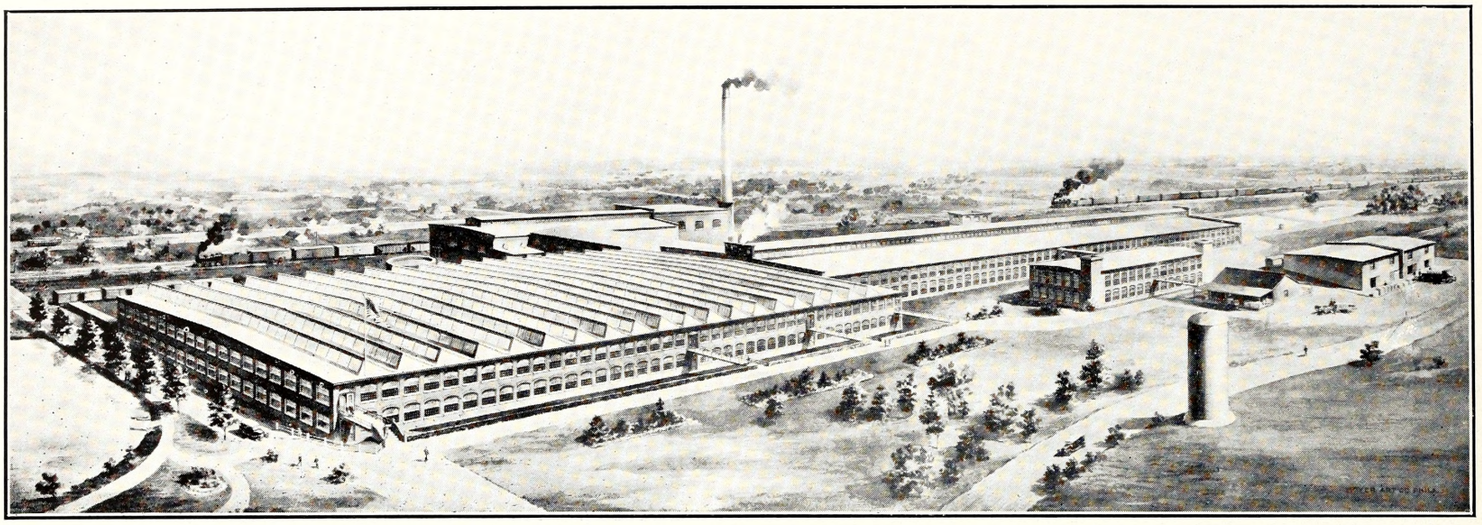


SELL MILLS
GARMENTS PER DAY



WOMEN'S LIGHT WEIGHT
KNIT VESTS

Gossett Group of Mills



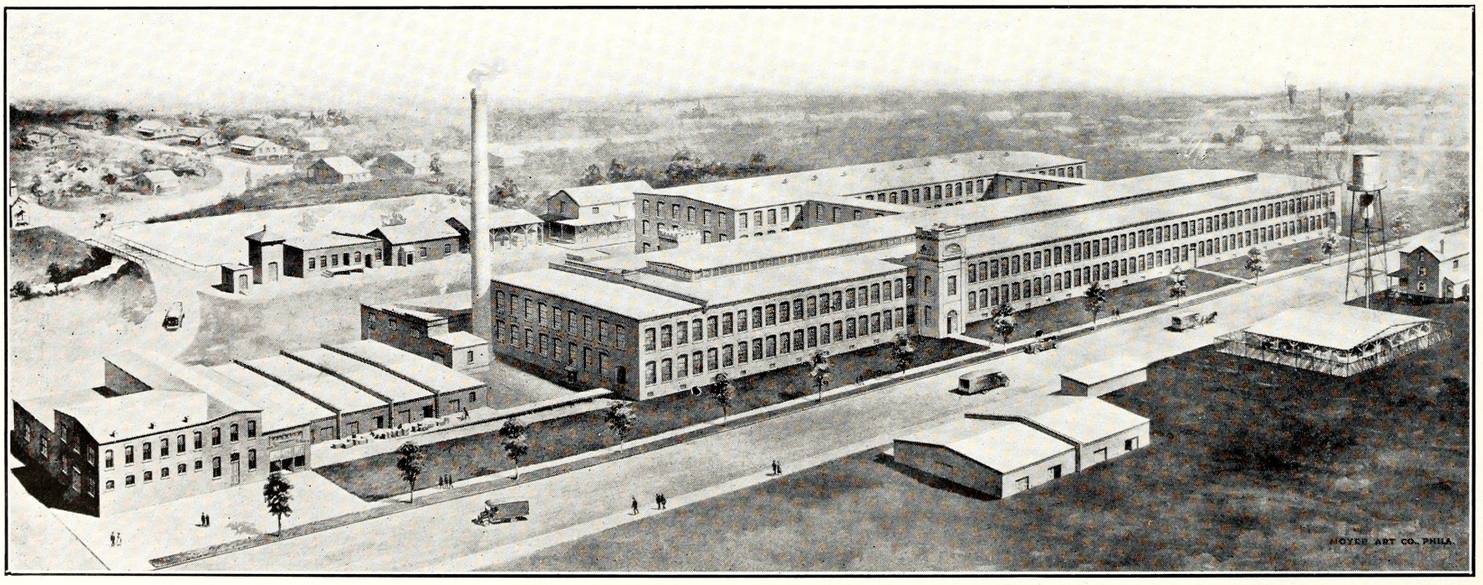
Brogon Mills, Anderson, South Carolina

Manufacturers

"ROMANE AND SALUDA FLANNELS"—LADLASSIE CLOTH

Woodward-Baldwin Co., Selling Agents, New York City

Jas. P. Gossett, Pres.-Treas.



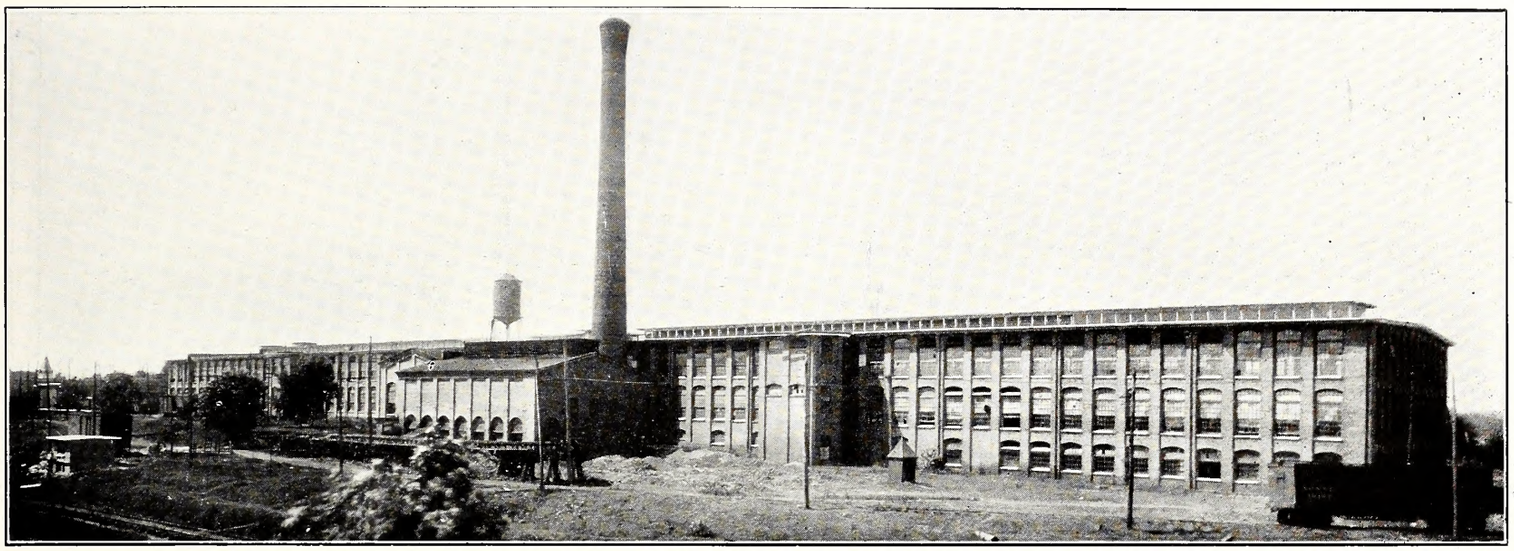
Williamston Mills, Williamston, South Carolina

WIDE PRINT CLOTHS

Woodward-Baldwin Co., Selling Agents, New York

Jas. P. Gossett, Pres.

Gossett Group of Mills

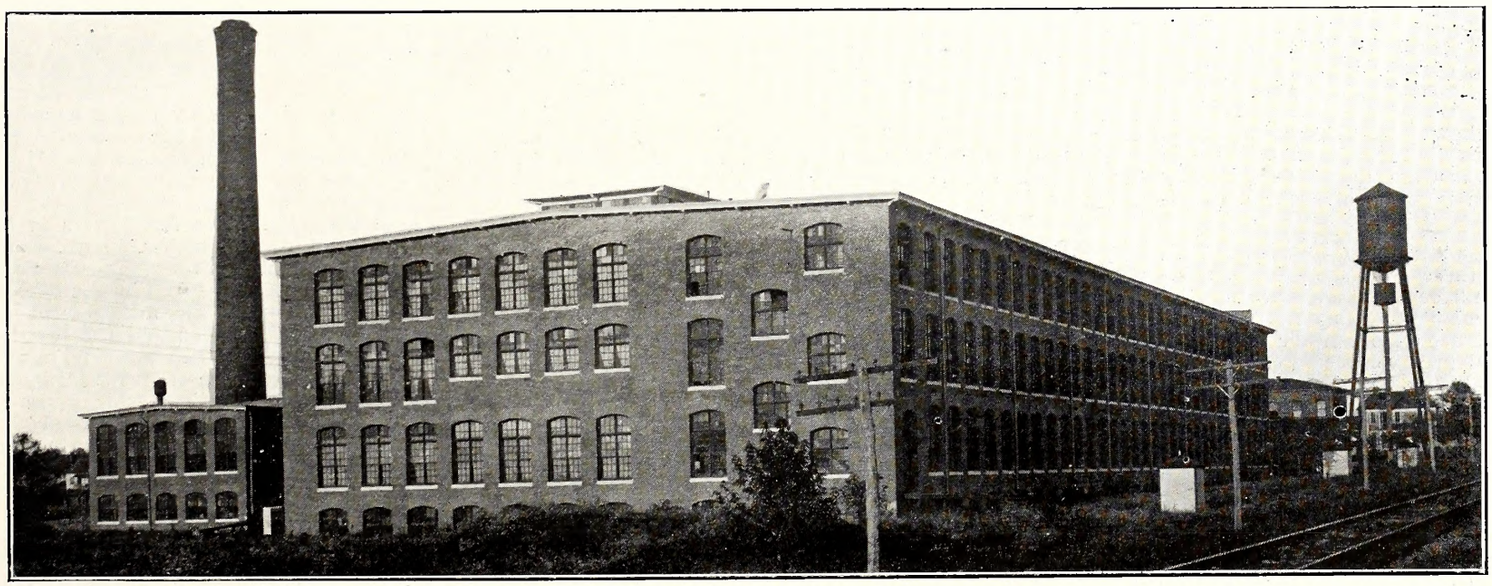


Toxaway Mills, Anderson, South Carolina

WIDE AND NARROW PRINT CLOTHS

Woodward-Baldwin Co., Selling Agents, New York City

Jas. P. Gossett, Pres.



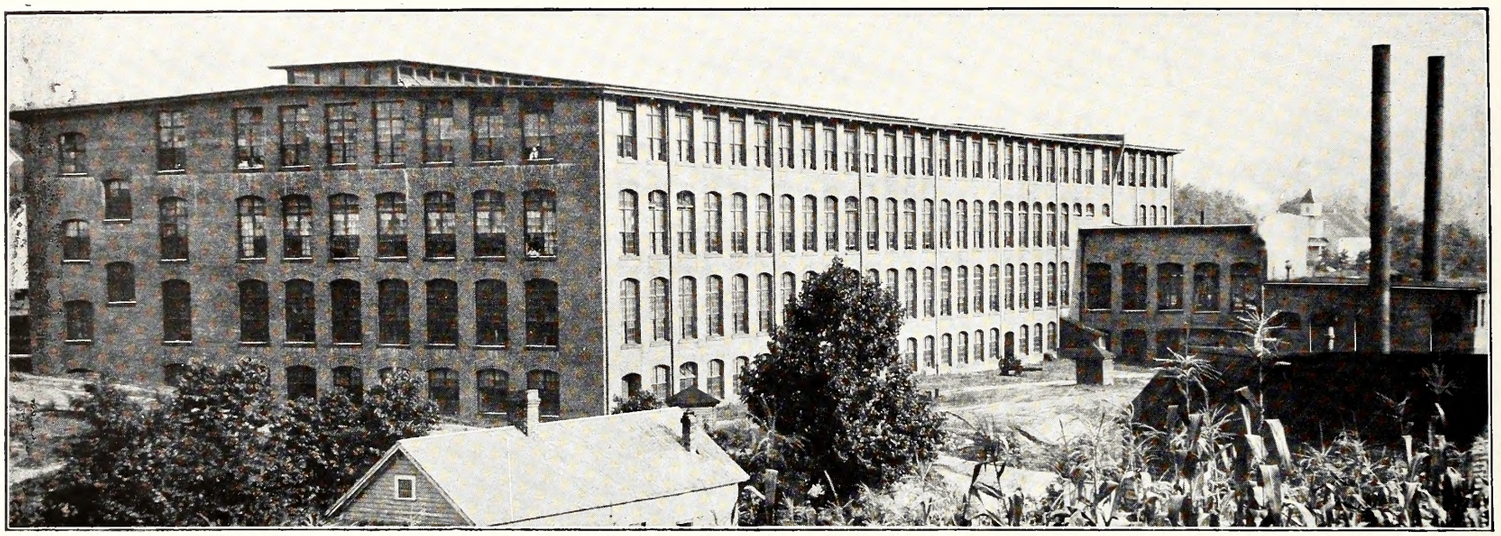
Calhoun Mills, Calhoun Falls, South Carolina

WIDE PRINT CLOTHS

William-Whitman Co., Inc., Selling Agents, New York-Boston

Jas. P. Gossett, Pres.

Marion Maunfacturing Company



MARION MANUFACTURING COMPANY, MARION, N. C.

The beautiful little city of Marion, N. C., in the Western part of the state has a very delightful elimate, splendid shipping faeilities, being a railway junetion point, and is an ideal loeation for any kind of manufaeturing plant. Many faetories have been attraeted by the natural advantages offered and the splendid public spirit of progressiveness that dominates the little city.

One of the largest and most progressive faetories at Marion is the splendid textile plant of the Marion Manufaeturing Co. If one will note the substantial, modern buildings ,which are of the daylight type, of the eompany, and the various beautiful views showing the village, eottages, sehools, ehureches, street seenes and highways in eonneetion with the mills, all of whieh are shown in the aeeompanying cuts on these pages it will be an easy matter to understand why Marion is proud of sueh an industry.

These mills were founded in 1909, built three stories, of briek, modern mill eonstruetion, with numerous windows, thus insuring an abundanee of fresh air and light. The plant is very complete in every respeet, mueh time and money has been spent in seeuring the best possible working eonditions for the eomfort and health of the operatives as well as the most efficient production. The equipment consists of 35,840 spindles and 840 looms whieh, from time to time, as deemed neeessary are replaeed and renewed thereby keeping all the maehinery modern and up-to-date. The produets of the mills are 38 1-2 64 x 60, 5.35 print eloth. The quality of the products are so superior that the goods are always popular in the markets.

The Marion Manufacturing Co., has a eapital stock of $625,000. The officers of the company are Reginald W. Baldwin, president and treasurer; W. E .Wall, viee president; Sam L. Copeland, secretary, and A. F. Hunt, superintendent. These gentlemen are widely known in the textile world as men of splendid executive ability and broad progressive ideas. Since they have taken over the mills many improvements and changes have been made looking to the betterment of both working conditions in the mills and living conditions in the village. The faet has long since been established that in order to get the most effieient production in any industry the eomfort and health of the operatives is of the most paramount importance. An operative coming from an unsanitarily kept home where poorly prepared food has been served eannot be very well nourished nor in a happy frame of mind. Such an operative is still less valuable to the management if he has to work in an ill kept mill whieh is indifferent as to whether or not the operative has pleasant environments, up-to-date equipment, plenty of fresh air, pure water and modern eonveniences.

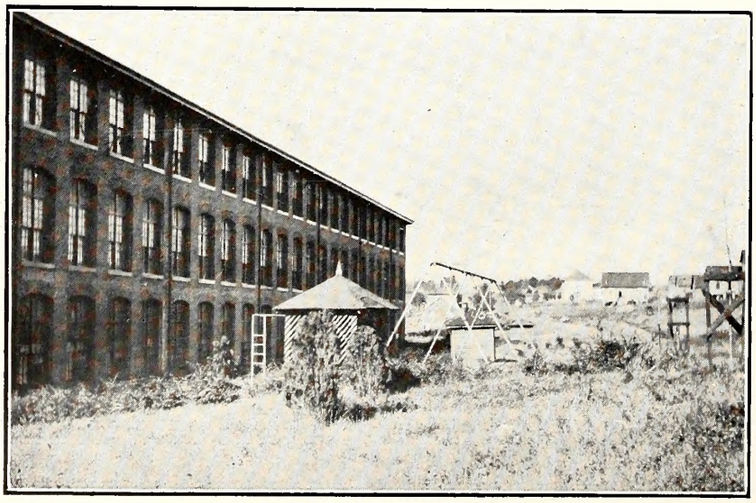
At the Marion mills everything has been done to make the environment as pleasant as possible. The operatives realize this and take a great deal of pride in their work and are very loyal to their mills. They feel that they are working for a common interest and that they are each individually responsible to a certain degree for the splendid prosperity of the mills.

About 400 operatives find employment at the Marion Mfg. Co. Most of them are natives of the surrounding country, proud, intelligent, full of native wit, but unskilled in most instances when they first eame to the mills. A goodly percentage of them have been with the mills since they first started operations. In their former homes there was little opportunity for edueation and advancement, nothing in the future for their families. Upon coming to the mills they were quiek to grasp the situation and not only spend their time in self improvement, but see to it that their ehildren took advantage of the splendid educational faeilities provided by the mill management.

The mill village has a population of 1,250 inhabitants. This village is most attraetive in every way. The services of a first elass landseape gardner were engaged to plan and lay out the pretty little village, trees and shrubbery as well as flowers were planted to enhanee the beauty of the plaee. The streets are well kept, having a hard surfaee of einders, and the pavements are equally as well eared for. The Company has built 170 eottages of various pleasing designs sueh as are found in any modern mill village. These cottages vary in size, having from three to six rooms eaeh. There is no sewerage but sanitary elosets are provided. An abundanee of pure water is to be found both in the mills and in the eottages. Electrieity is employed for lighting purposes. All eottages are convenient and eomfortable, screened and have niee porches.

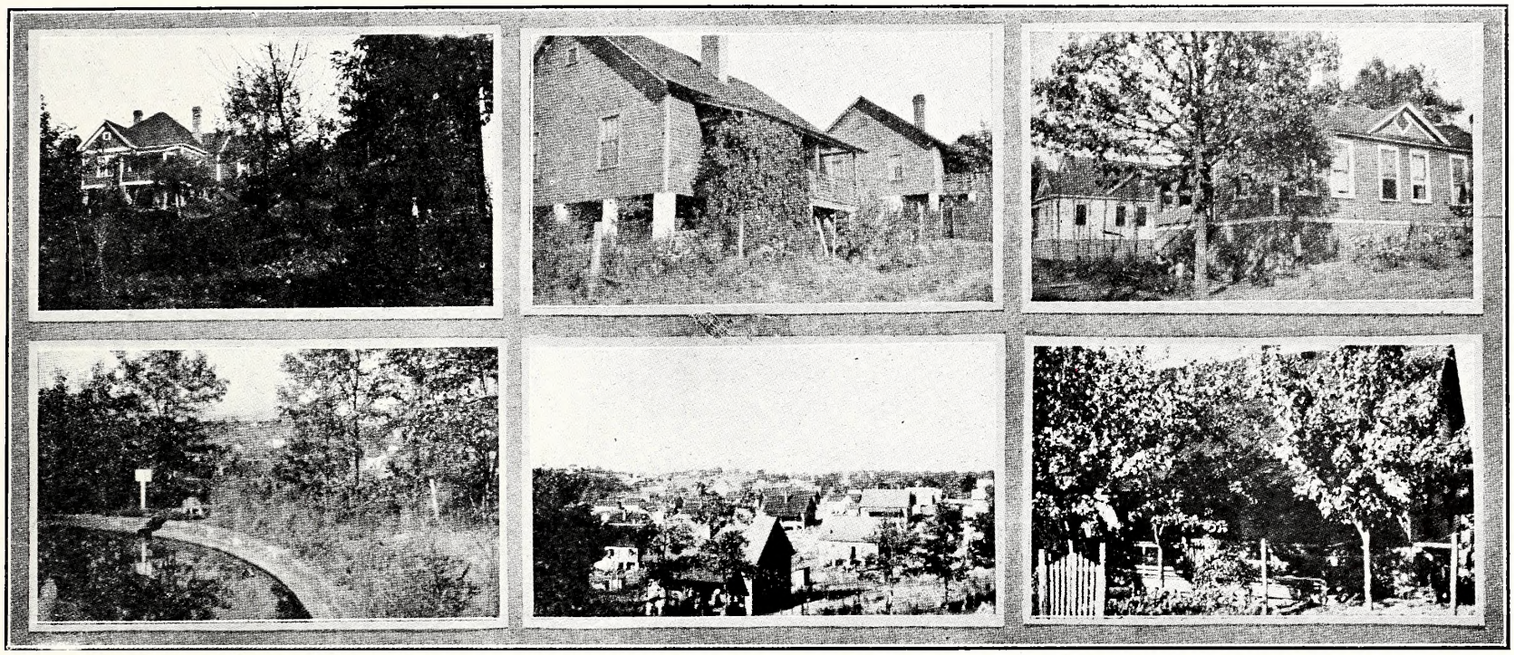
A pride in keeping home and premises neat and sanitary has been stimulated by the offering of substantial prizes by the management for the best kept eottage and grounds. Eaeh eottage has a large plot for the eultivation of fruits and vegetables, as well as a niee lawn and place for flowers in the front of the homes. Here, again, the planting of flowers and vegetables is eneouraged by the offering of prizes by the management for the finest garden and the prettiest flowers. Another good feature is the distribution of free seeds by the management. The village people, young and old, are delighted with these free seeds and take a keen interest in planting them and watching results. Frequently there is manifested a most enthusiastie spirit of friendly rivalry among the families as to who shall be the winner of the prizes.

There is a splendid provision for edueation in the mill village. They have an 11 elass room graded school in a speeial school distriet. The building is newly built, briek, modern in every respeet.. The school equipment is strietly up-to-date, the equal of any city school in the vieinity. Eleven eapable teaehers are employed. Approximately 275 pupils are in attendanee. Bright, healthy youngsters, quiek and intelligent, the equal of children of any public school. Parents are urg-



MARION MILL AND PLAYGROUND

Marion Manufacturing Company



SOME VIEWS OF MARION MANUFACTURING CO., SHOWING VILLAGE, COTTA GES, AND HIGHWAY THROUGH VILLAGE

ed to give their children every opportunity for an education and the management is every ready to assist those who are ambitious to gain a higher education.

The teachers in the schools are selected with care not only as to the matter of their ability as teachers, but as to their patience and tact. The management realizes that a kind, patient teacher may, by thought and tactfulness be the means of developing these children that come from the village homes into fine up-standing, intelligent citizens that would be welcomed into any community.

Another feature that makes for better citizens in the future is the splendidly equipped playground which has been provided for the little children of the village. This playground affords not only amuse ment but helps the children to grow up into strong, sturdy youngsters before they are even ready for school.

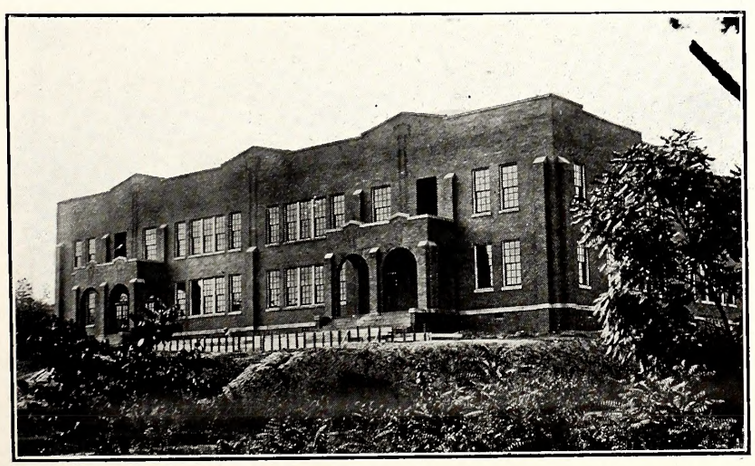
From the above one readily appreciates that the help of the Marion Manufacturing Co. are a steady sober industrious class of people, proud of their mills and proud of their ability as skilled workers Many of them are progressive and wide awake concerning affairs at large. One third, or more, are saving money, some 10 per cent own their homes, a large number own some sort of an automobile and frequently they go on week end trips to the various beautiful mountain resorts in the nearby vicinity. Another outstanding feature of the above mills is the fact that the management and help work together so harmoniously. Here there is never any labor trouble. The people are too well satisfied with the treatment which they receive. No longer are they without ready money in their pockets, their homes are warm and comfortable, they have many forms of amusement such as moving picture shows, lectures, musicals and other forms of entertainment that were entirely unknown before they came into the mills from their poor little mountain homes where they made a bare living and lived in such poor little houses.

Two nice, neat, comfortable churches afford pleasant places of worship in the village. These were built by the denominations, one Baptist and the other Methodist, with the very material aid of the mills.

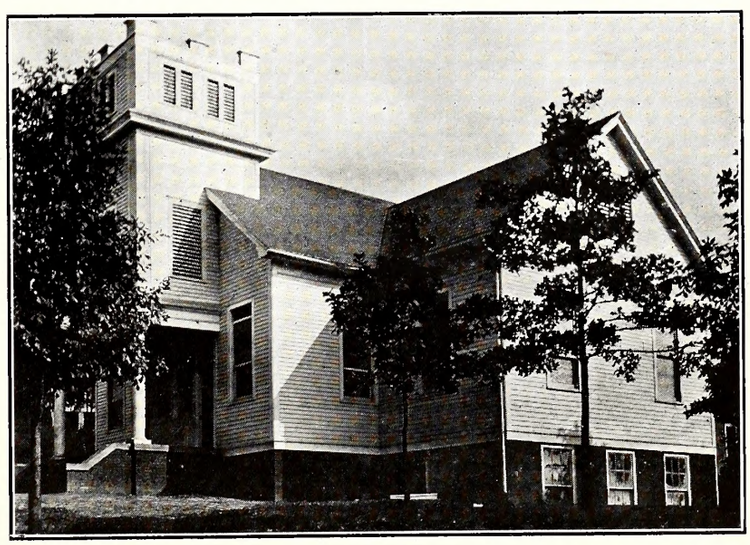
Each church has a flourishing Sunday school with an excellent attendance. Mill operatives are naturally of a very devout turn of mind, many of them coming from sturdy old Revolutionary stock. They take a keen interest in all the affairs of the churches and many are active leaders in the work. Good vocal music is a most attractive feature of their worship and a number of good voices are to be found among them.

Like many other manufacturing plants in the South, the Marion Manufacturing Co. are always on the lookout for those of their operatives who are ambitious to rise above the rank and file of the common help. The management gives such workers every opportunity for advancement and just as fast as they are capable they are promoted to positions of trust and responsibility in the mills, heads of departments. It is not unusual for some bright young man who has worked his way up through the mills to be taken into the office where he learns the intricacies of the executive department, as well as having a practical knowledge of the textile business. Indeed, it is from just such men as this that one finds the executive and superintendents of many mills throughout the South.

The textile mills of the Southern States have been a very great factor in removing illiteracy from the common people, poor and proud, intelligent and apt, but who have never had chances to go to school until they came into the mill villages.

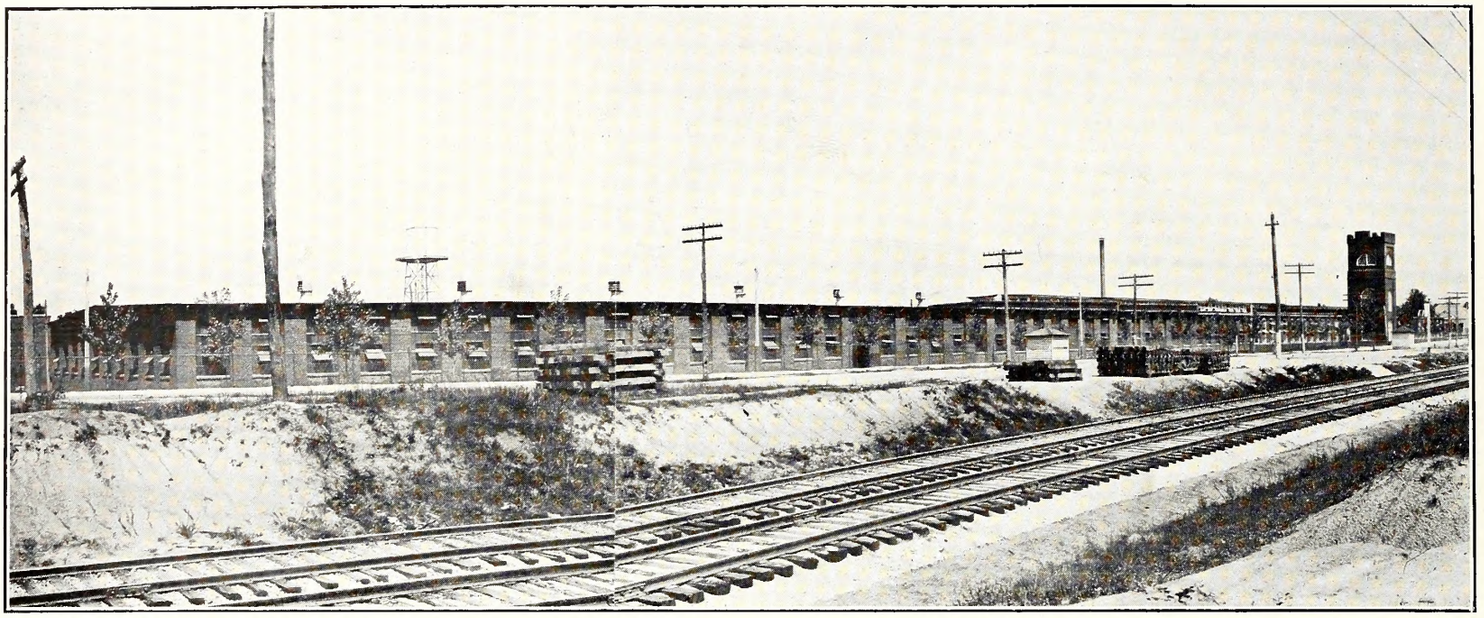


SCHOOL AT MARION



CHURCH AT MARION

Linn and Corriher Mills



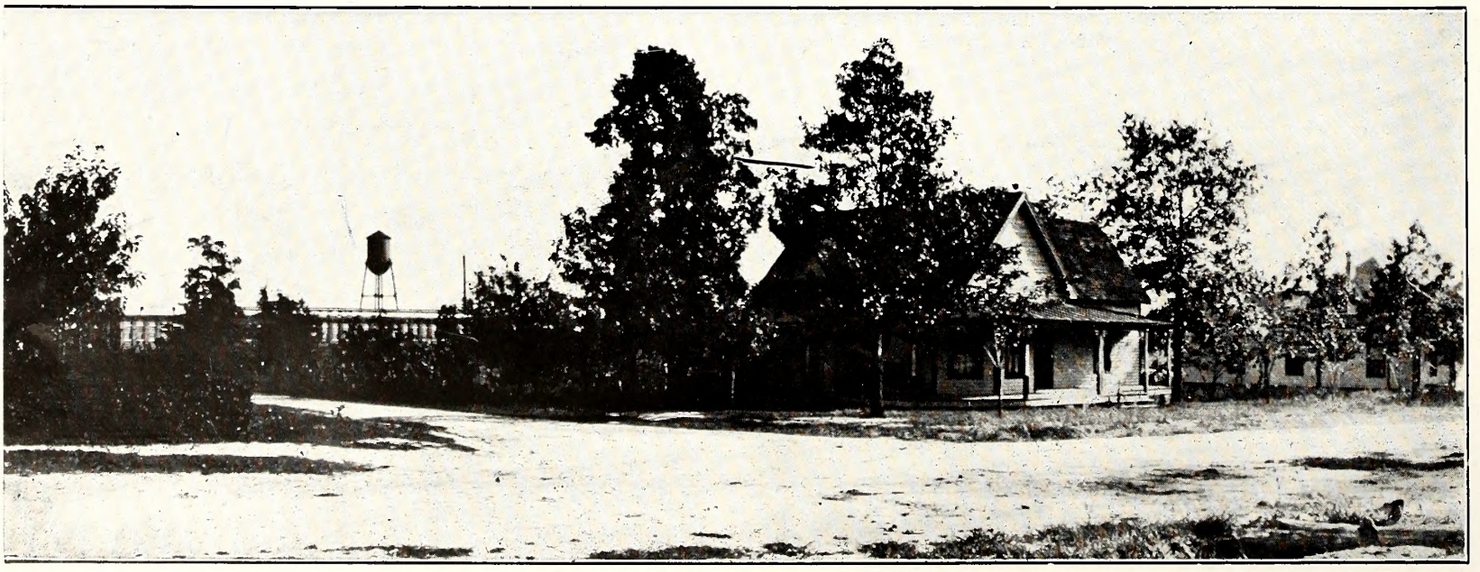
LINN MILLS, LANDIS, N. C.

The Linn Cotton Mills near the Southern Railway station at the little village of Landis, N. C. together with the Corriher Mills a little farther away from the heart of the town, comprise two of the most progressive mills in North Carolina. Indeed the town is the outcome of the mills' having been located there. Cotton manufacturing plants are always a boom to the country wherever they locate as they not only employ those who are in need of work but there is a ready demand for all kinds of produce, vegetables, fruit and dairy products in the mill village. Always a number of stores spring up and form a nucleus of a town that constantly grows as the mills expand.

The writer had the opportunity of observing the operatives and their families in the mills at Landis and is able to confirm the statement of the management that they are a fine lot of happy, industrious people. They are sober and steady, interested in their work and their homes. There seemed to exist a most kindly feeling among the people, friendly and pleasant and obliging to each other. The work is not nearly so hard and unpleasant as one is lead to believe from the propaganda of the I. W. W.s and other socialist leaders. A group of young girls came out for a little while, on the lawn of the Corriher Mills. They sat on a bench placed for the comfort of the operatives, out in the fresh air, laughing and talking in happy girlish fashion just as other girls of the same age might do. There was nothing anemic or frail about their appearance. Their eyes were bright, their faces full of interest, they had rosy cheeks and nice hair, good figures. One would quickly draw the conclusion that they worked under the most comfortable, healthful conditions. And this group described were utterly unaware that they were under scrutiny, nor were they carefully the best of the girls employed in picked out by the management as the mill. They were just like many others that work in both the Linn and Corriher Mills.

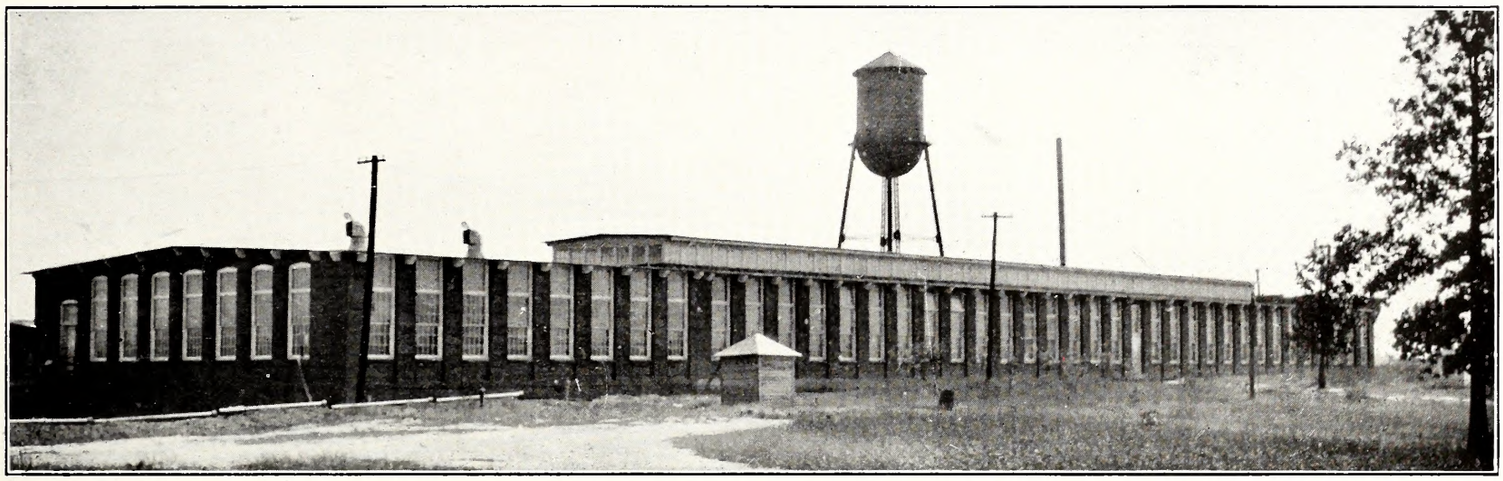
The men were equally as pleasant, intelligent and interesting. Mr. G. O. Lipe, superintendent of both mills is a most democratic, energetic man, busy as can be and very hard to catch because scorning any mode of transportation between the two mills save his two perfectly good feet, he goes up and down the railway track as often as necessary and the writer was unfortunate enough to miss him several times, thereby necessitating inquiries of the various employees. These inquiries lead to frankly spoken words of admiration and affection on the part of the operatives for their splendid superintendent.

The officers of the Linn Mills are: D. B. Coltrane, president; L. D. Coltrane, vice president; G. O. Lipe, secretary and superintendent; L. A. Corriher, treasurer The mills were founded in 1900 by D. B. Coltrane and associates. They have a capital stock of $250,000. The beautiful brick building is modern in every respect. It is only one story high but is cool and comfortable, having 700,000 feet of floor space, with numerous windows and lighting facilities, affording splendid ventilation. There are 19,892 spindles operated by hydro-electric power, the product is cotton yarns, 8s to 14s and 30s double carded hosiery yarns. The equipment is modern in every respect and the 270 operatives have every facility for the most efficient



VIEW OF LANDIS WITH

Linn and Corriher Mills



CORRIHER MILLS, LANDIS, N. C.

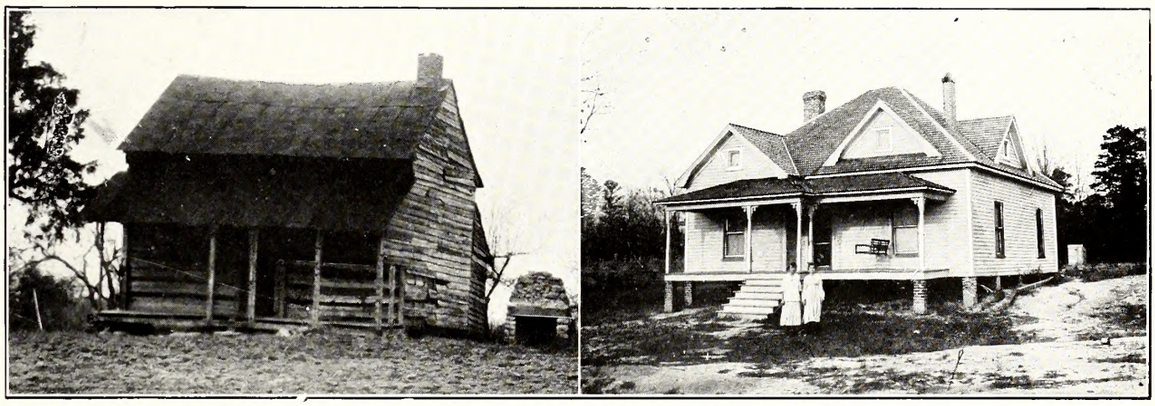
production, and the least possible danger from accidents.

The officers of the Corriher Mills are practically the same. J. P. Linn is president, C. A. Linn, vice-president; L. A. Corriher, secretary and treasurer; and Geo. O. Lipe, uperintendent. This mill was founded a little later, 1905 and is beautifully situated on a well drain-elevation about a half mile from the Linn Mill. The capital stock is $200,000.00 There are 9,072 spindles and the product is 30's to 32's carded hosiery yarns. This mill is one story, brick, modern mill construction, with 300.000 ft floor space, the same excellent working conditions are to be found here as in the Linn Mills for the management is intensely interested in their help and realize that money spent in bettering both living and working conditions is a splendid investment which interested employees who are anxious to keep up a high standard of brings in return happy, healthy, work, and who manifest great pride tion with 300,000 feet floor space, the riher mill employs 115 workers.

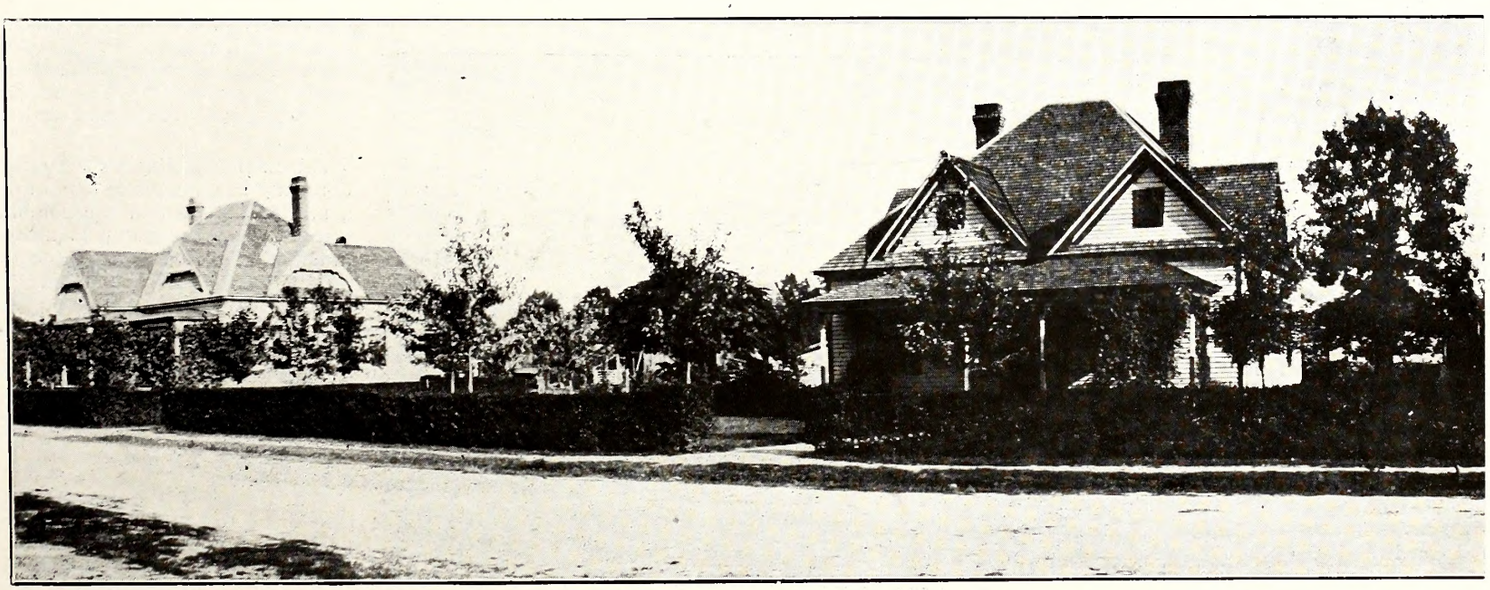
Both the Linn and Corriher mills have their own village. The Linn village consists of 66 homes built by the mills. These are of the modern bungalow type, having four to six rooms each. The cottages are all fitted with water, sewerage and electricity. This village has a population of 650 inhabitants. Some 15 of the operatives own homes of a very comfortable type. The Corriher village has a population of 400.

The management is establishing playgrounds, a library and daily they are expanding their village welfare work.

The children of the operatives attend the splendid schools of Landis. A beautiful new high school has just been completed, 85 per cent of the cost which buildings was paid by the mills. The management believes in giving the children the best kind of educational facilities and they urge the operatives to see to it that the children take advantage of the splendid opportunities of which they themselves have been deprived. Fourteen excellent teachers are employed, the salaries of whom are paid by county funds, supplemented by mill funds. During the winter there is a textile course given at night, two evenings a week.

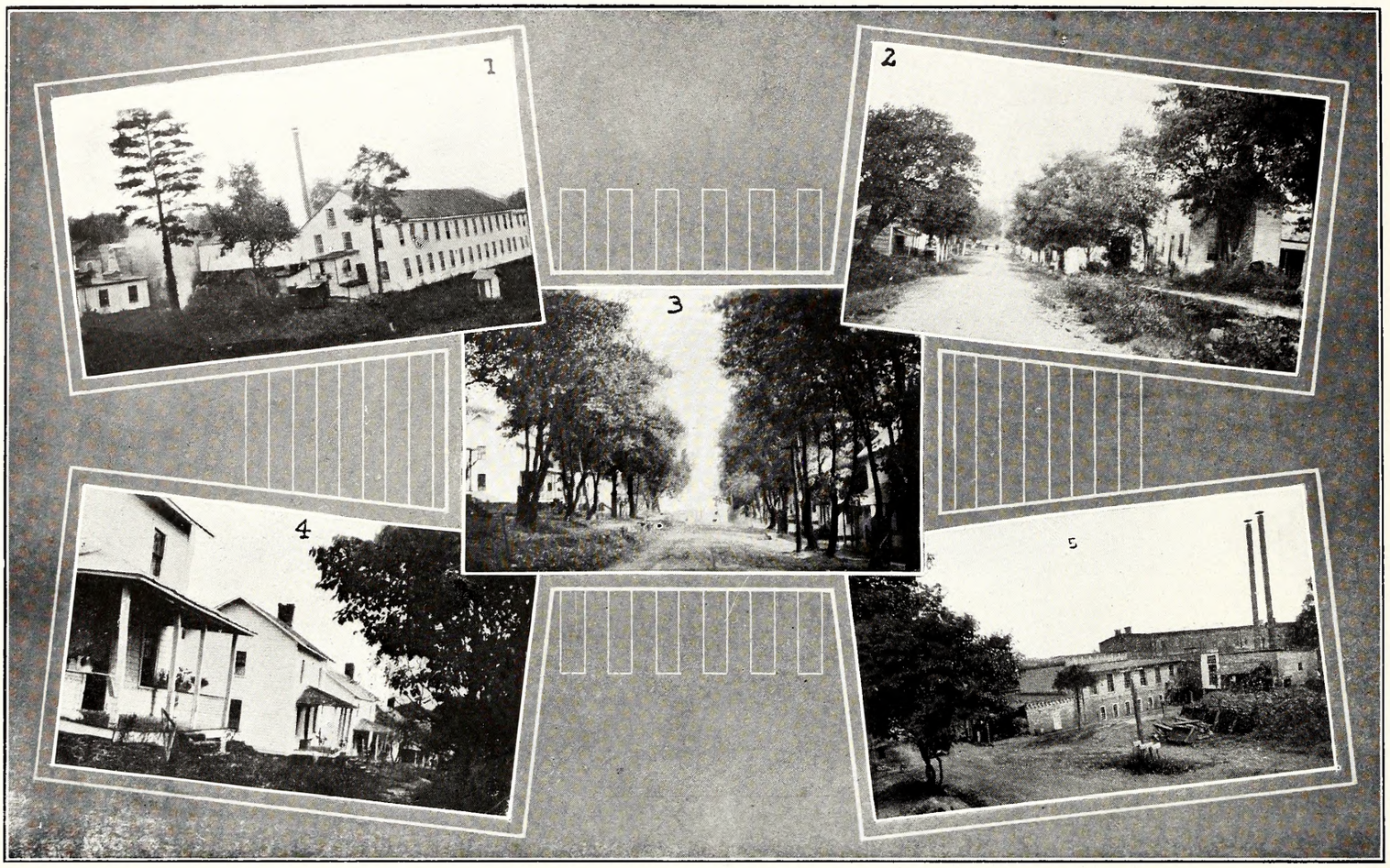


HOME OF TWO GIRLS BEFORE AND AFTER COMING TO MILL



MILL IN BACKGROUND

L. Banks Holt Manufacturing Co.



(1) ALAMANCE MILL; (2), (3) AND (4) VILLAGE STREETS; (5) CAROLINA MILL.

The L. Banks Holt Manufacturing Company is composed of a group of mills located at Graham, N. C. and prominently known throughout the state as being prosperous and progressive. Especially are they known for the fine policy which has always been in effect with regard to the treatment of their operatives.

The late L. Banks Holt, who died in Graham, in October, 1920, at the ripe age of 78 years was one of the most progressive men in the textile business in the state. Being a son of that pioneer in the cotton mill business, Edwin M. Holt, belonging to family prominent in both professional and manufacturing lines, he was, as one might say, "to the manner born" in the textile business. Having been associated with his father at an early age in the cotton mills he naturally caught the vision of his father and when he later became the controlling factor in the group of mills which have done so much for Graham and Alamance County, it is only natural that he should put into execution the ideas of which he and his father had long thought and planned.

The interests of his operatives were just as dear to his heart as the progress and prosperity of his mills. Indeed the two were synonomous. He realized early in life that in his work a healthy, contented operative was an invaluable factor, and so big was his heart and so generous was he that he was never tired of doing for his people. No matter what the project put on foot, if it meant the betterment or the pleasure of his people it always received his hearty endorsement and substantial support. Little wonder then that his people all knew and loved him and because of his kind sympathetic personality they felt perfectly free to go with him with any problem, personal or otherwise, that came in their lives, feeling sure of his kindly advice and assistance.

Now that Mr. L. Banks Holt has ceased to direct the affairs of the L. Banks Holt Manufacturing Company the reins of management have fallen into the hands of other members of the Holt family and they, too, seek to carry along on the same splendid lines that have meant to much to the prosperity of the mills and the people who earn a livelihood in them.



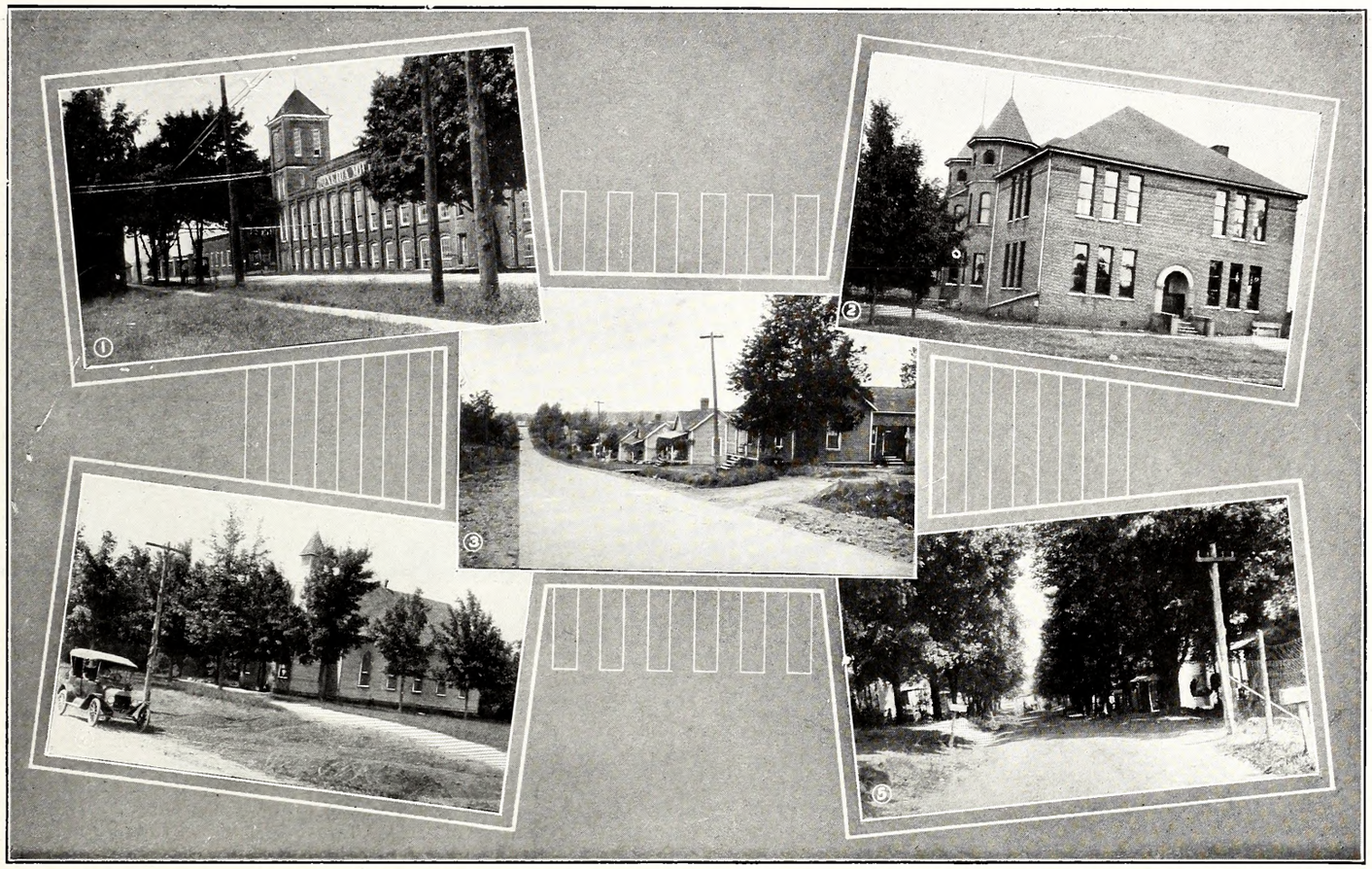
MILL OPERATIVES IN LIBERTY BOND CAMPAIGN

The present officers of the company are: Lynn B. Williamson, president, treasurer and manager, a good many offices and great deal of work for one person, but Mr. Williamson is a man of ability and thoroughly able to fill the place in a most satisfactory manner. McBride Holt is vice-president and secretary, and is another gentleman of progressive ideas and untiring energy.

The L. Banks Holt Manufacturing Company has a capital stock of over a million dollars and the combined spindleage of the group of mills amounts to 29,100 and the equipment also includes 1,052 looms. The mills included in this group are the Alamance Mill, Bellemont Cotton Mills, Carolina Cotton Mills and the Oneida Cotton Mills. All of the mills are located out in Alamance County with the exception of the Oneida which is in the little city of Graham.

The oldest of the group is the historic of Alamance Mill, which was first known as the "Alamance Plaid Mill' built in 1837 by Edwin M. Holt. This mill is located on the banks of Alamance Creek. It was the first

L. Banks Holt Manufacturing Co.



(1) ONEIDA MILLS, (2) GRADED SCHOOL, (3), (4) AND (5) VILLAGE STREETS

mill South of the Mason and Dixon line to make colored cotton goods and was rather in the nature of an experiment. However, it proved most successful and though it was built years ago the management has kept it up to date both as to buildings and equipment, there has been a continual improvement and replacement. It was burned completely down in 1871 but was immediately rebuilt. All these years it has been the property of the Holts. Its present equipment consists of 25,000 spindles and 100 looms for the production of cotton cloth. in colors.

The Carolina Cotton Mills were founded in 1866. The history of this mill is similar to that of many others in the Southern States during the reconstruction period. In 1905 Mr. L. Banks Holt doubled its capacity and it now has modern equipment to the amount of 8,500 spindles and 110 looms. The looms are used to weave into cloth the surplus yarns from the other mills. The location of the Carolina Mills is on the Haw river near the town of Burlington. A very pretty spot indeed with good drainage for both the mill and the little village of about 400 inhabitants. There are lots of fine shade trees throughout the village and around the mill.

The Bellemont Cotton Mills were built in 1878 by Mr. L. Banks Holt and his brother, L. S. Holt. These mills are located a few miles South of Graham. Later Mr. Holt bought out his brother's interest. The same consistent policy of replacement has held good in the Bellemont Mills and their equipment consists of 6,500 spindles, the product is coarse cotton yarns.

The Oneida Cotton Mills are located in the heart of Graham. When Mr. Holt first came into possession of these mills in 1886 they had only about 1,000 spindles. Their equipment now comprises something over 11,000 spindles and 576 looms. The product is colored cotton cloth. Approximately 400 hands are employed in these mills. This plant belonged to Mr. Holt individually until it became a part of the big corporation in 1909.

All the plants of the L. Banks Holt Manufacturing Company are kept in excellent repair both the mills and the mill villages. The working and living conditions are deemed of the utmost importance. The mills are kept in a strictly sanitary condition, modern contrivances have been adopted to make the environment as pleasant as possible. The appearance of the operatives in the various mills bears out this statement. They are just as robust and healthy as any set of persons employed in any other kind of manufacturing. They are intelligent, have keen interest in their work, and are well dressed and neat.

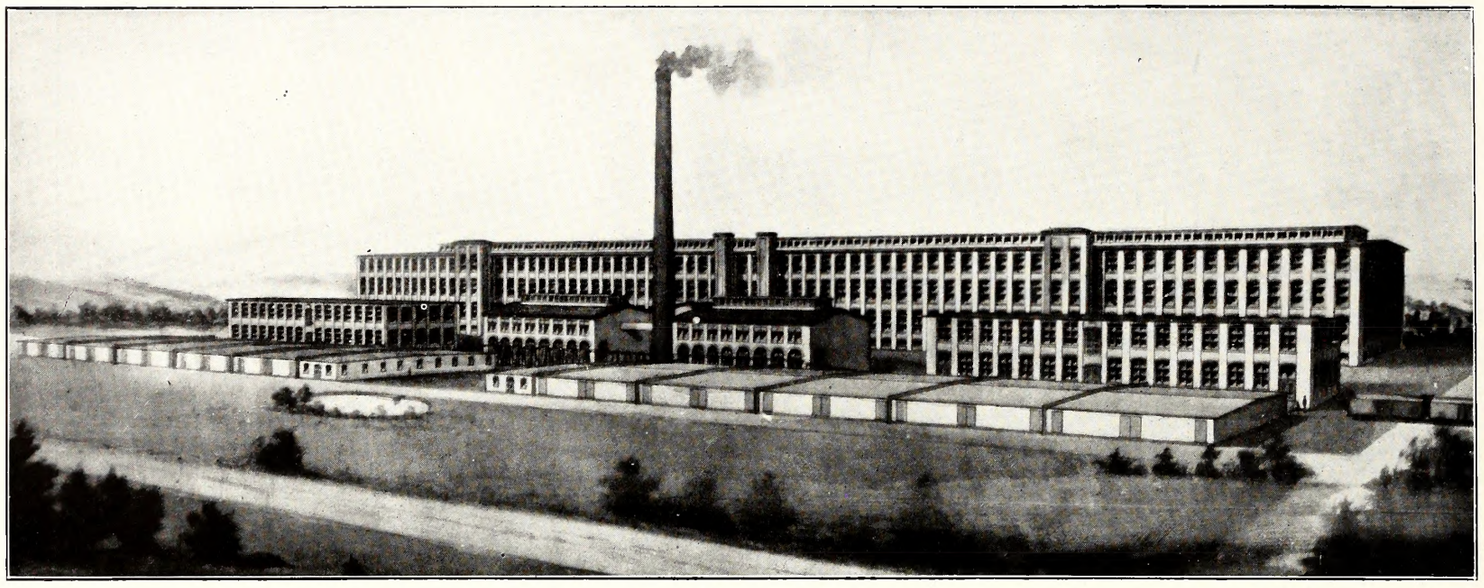


THE ONEIDA MILL BAND

In all of the mills of the L. Banks Holt Corporation most of the operatives have been with the mills for years, parents, grand parents, and now the children. They are thoroughly satisfied with the treatment they are given by the management. The company has always been great believers in education and they have always seen to it that each mill village had a good school house and capable teachers to instruct the children of the community. There have also been night schools for the elightment of those who had to work in the mills in the day time but craved more knowledge.

The management have always been ambitious for their people and any who are ambitious and want to rise above the rank and file of the mill operatives receive the most substantial encouragement and are advanced as fast as they are capable of doing. Most of the heads of departments in the mills from superintendents on through the various departments have risen from the common level. Because of this fact they are on very friendly terms with their operatives and there is never any labor trouble.

American Textile Company



AMERICAN TEXTILE COMPANY, ATCO, GA.

The American Textile Company was founded in 1903 and is comparatively a new mill. This magnificent textile plant is located just a few miles out of the historic little town of Cartersville, Ga. A little city noted for a number of things, principal of which is that it was in the direct line of Sherman's march to the sea; was the home of the famous Sam Jones, and is also very near the home of the noted and universally known author, Corra Harris.

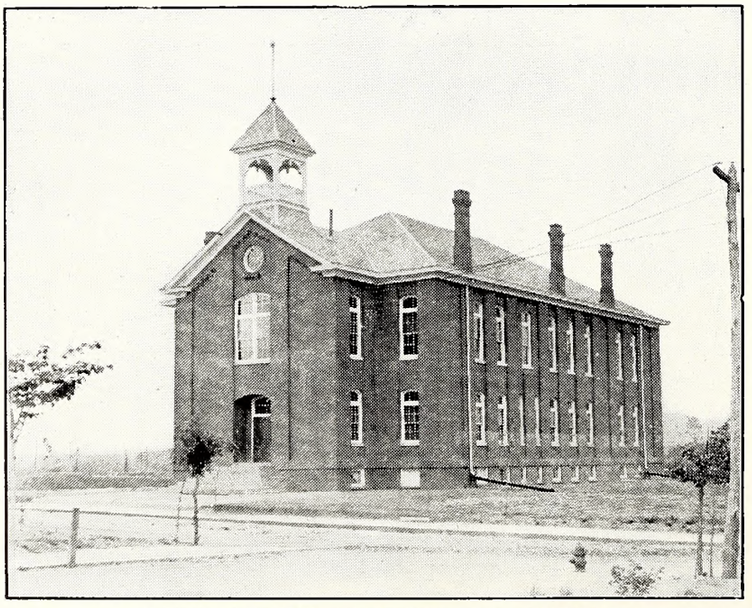
The American Textile Company is very beautifully situated on an old ante-bellum plantation a few miles out of Cartersville. Transportation facilities are taken care of by a spur track that connects with a great trunk line of the N., C. & St. L. Railway. The mill site and the beautiful little village that has been built in connection with it are located on a well drained eminence, and the natural beauty of the place has been greatly enhanced by the carefully thought out plans of the landscape gardener. Neither time nor money has been spared in the development of the whole place.

The magnificent plant has a capital stock of $1,500,000. It is a model in every respect. The buildings are of modern mill construction, slow burning, fire proof material. The picture of the mills appearing in connection with this article will give a slight idea of the beautiful buildings. It would take a visit to the plant to realize just how splendid and complete it is in every respect. The most modern systems of ventilating, heating and humidifying have been installed. The windows are of the prism glass that gives such a fine, soft white light so that there is no danger of eye strain to the operative. The artificial lighting is equally as good. Nothing has been left undone that will make for the very best working conditions in the mills. Everything is kept spotlessly clean. The hard maple floors are scrubbed just as clean as possible. There is a corps of cleaners kept busy all the time. The importance of cleanliness in the very atmosphere and the operatives seem to have caught the spirit. They, too, are neatly and cleanly dressed.

The equipment consists of 35,000 spindles and 802 looms, modern and up-to-date. Each group of machinery has a separate motor, thereby eliminating danger of accident to operatives. Drills and sheeting are manufactured. A high quality is maintained and the goods are very popular in the markets.

Approximately 500 operatives are employed in the mills. A fine lot of sober, industrious people. Bright, intelligent, ignorant perhaps and unskilled when they came to the mills, but very apt and eager to become skillful operatives. The working conditions are reflected in their clear complexions, strong figures and quick movements. One would look a long while before finding a finer lot of operatives in any plant.

Most of these people came from the surrounding country and a large number of them have been with the mills since they first started. They appreciate all that is being done for them and could not be persuaded to make a change. Before coming into the mills they worked very hard in the fields, living on poor little farms or as tenants on big farms. They had little ready money—just the meager necessities of life, and knew very few of its pleasures or comforts. It is no wonder they are happy and contented in a place where they work no harder than they have always done; receive wages above those paid in the average to cotton mill operatives; have nice, convenient, comfortable homes, live better and dress better than ever before.



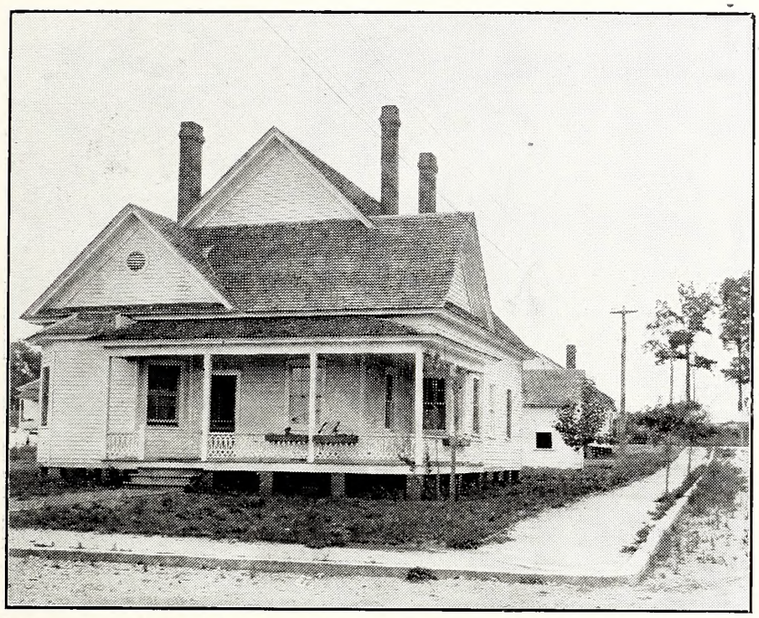
SCHOOL AT AMERICAN TEXTILE COMPANY

The founder of the American Textile Company, Mr. E. L. McClain, of Greenfield, O., is a gentleman of fine democratic principles and most progressive ideas. Associated with him are a group of men strongly in sympathy with his ideas and equally interested in the human element of their great mills. These men recognize what an important factor the operatives are in the success of any business. They know the greatest efficiency is gained from the happy, healthy, intelligent operative. Mr. J. A. Miller, president of the organization, is most enthusiastic on the subject of his employees; D. S. McClain, secretary and treasurer, is equally as interested; C. R. Brown, superintendent, comes from a family long interested in cotton mills, his father before him having been a superintendent and executive, consequently Mr. Brown knows just how to deal with his help, and through his kindly tact and sincere interest in them, has gained their respect and loyalty.

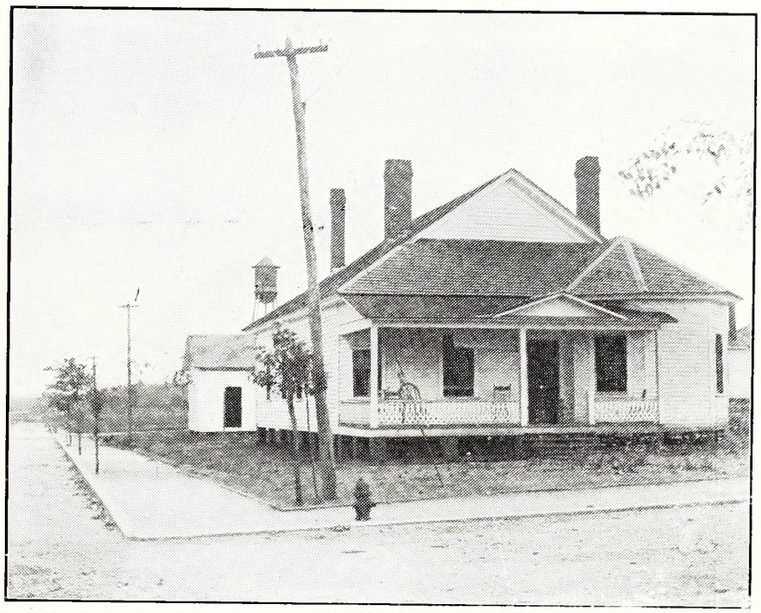
From the various photographs shown on these pages an idea may be gained as to the appearance of the beautiful village of Atco (a name made by taking the first letter of each word in the title of the American Textile Company and adding an o). This splendid little town is the home of the operatives and local executives, together with such citizens as are naturally included in such a community, merchants, grocers, etc.

The beautiful shade trees, fine shrubbery, bright flowers, hedges and vines have played a large part in the beautifying and adorning of the mills and the village. The village is complete in itself with its postoffice, railway station, library, stores, churches, schools, parks and playgrounds. A complete sanitary force is employed to keep the place

American Textile Company



COTTAGE AT AMERICAN TEXTILE COMPANY



COTTAGE AT AMERICAN TEXTILE COMPANY

in spotless sanitary condition. All the streets are paved in Atco, the Finley Method of Asphalt Paving being employed. All streets have curbs and sidewalks, also concrete pavements leading to each house. There are no overhead wires in the village. All electric and telephone wires are put underground. The village is lighted with what is properly known as the White Way system. The village also has a modern underground sanitary and storm sewer separate systems.

The town is laid out in squares and was carefully planned and built with a view of having each home conveniently near the mills. The several hundred beautiful cottages are strong and substantially built, and of pleasing designs of architecture, varying in size from three to six rooms. Most of the homes are of the bungalow type, and from those shown on these pages it may be seen that they are very modern and convenient with their porches, screens, interior built-in cabinets, electric lights, running water, baths, kitchen sinks, sewerage, etc. The interior is nicely finished with plastered walls, tinted in soft colors, painted woodwork, and excellent floors, hardware, etc.

The mills have a compulsory school law all their own which is rigidly enforced. A modernly equipped, up-to-date school building has been erected at a cost of $18,000. The structure is two and one-half stories, the basement is fitted for a play room for the children on rainy days, though a portion has been reserved for the domestic science department. The second floor is given over to class rooms. The entire space on the third floor is occupied by a large auditorium which is used by the school as a chapel and for school entertainments. It is also used as a community gathering place. The large stage is completely equipped with the most modern lighting effects, stage setting, scenery, etc. Lectures, shows, plays, public meetings and social gatherings are held here. There is a high class motion picture machine in the auditorium and many fine examples of the silent drama are given the people.

A competent corps of teachers are employed to teach the children of the village. The expenses of the school are paid conjointly by the mills and the county. There are approximately 200 children in school, all bright, healthy youngsters, full of vivacity and just as interested in their school work as the average child to be found anywhere. The parents are made to understand the importance of educating their children and frequently families come into the mills for the chief purpose of giving their children the opportunity of the excellent educational facilities to be found at Atco. The school term lasts for nine months.

A beautiful Union church has been built by the management at a cost of $35,000 for the use of the various denominations represented in the village. There is a fine Union Sunday school in connection with this church. The church and the Sunday school rooms are very modern and fully equipped in an up-to-date manner. Mill people, as a rule, are devout by nature and at Atco a number are very active in church work.

Athletics are encouraged, a fine baseball team, sponsored by the management, is the pride of the community. There is a fine baseball field and the splendid basketball court is electrically lighted, making it a special pleasure to the devotees of the sport.



COTTAGE AT AMERICAN TEXTILE COMPANY



SUPERINTENDENT'S HOME AT AMERICAN TEXTILE COMPANY

Durham Cottton Manufacturing Co.



DURHAM COTTON MANUFACTURING CO., DURHAM, N. C.

The Durham Cotton Manufacturing Company was the first textile mill to be built in Durham county. This company was established in 1884 by J. S. Carr and W. W. Fuller, of Durham. J. A. Odell and W. H. Branson, of Greensboro, and J. M. Odell of Concord. The first executives were: J. A. Odell, president. J. S. Carr, vice-president, and W. H. Branson, secretary and treasurer.

The plant is located in the busy and prosperous village of East Durham, a suburb of Durham, with a population of about 5,000 inhabitants. This suburb has practically all conveniences of the city proper.

The capital stock of the company which started out in a modest way is $900,000.00 and the present equipment consists of 23,984 spindles and 800 looms.

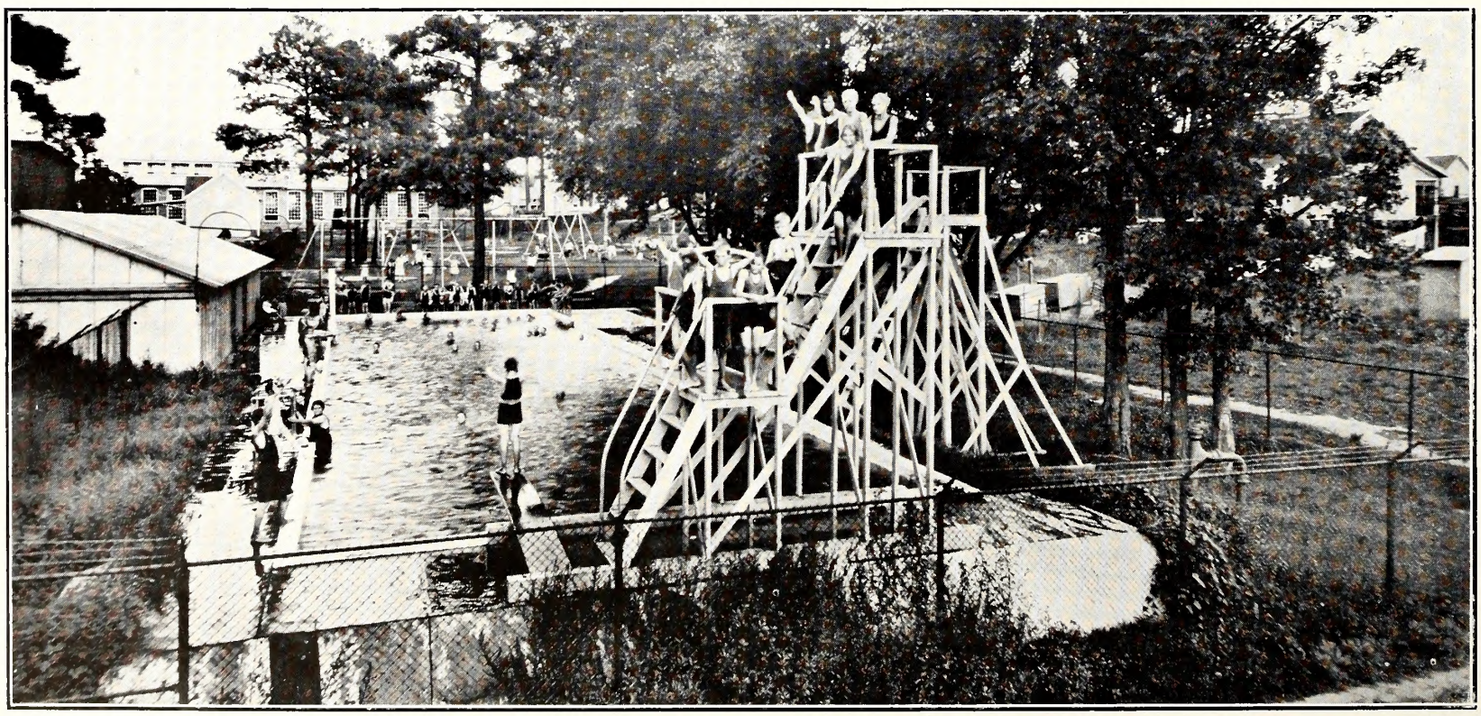
On the 29th day of March, 1899, the explosion of a large steam pipe caused the death of Mr. Branson who, in the capacity of secretary and treasurer had proven himself a most capable executive and made him deservedly popular not only with his associates but the operatives as well. There necessarily followed a change in the management. W. Erwin was elected president, and J. Harper Erwin, secretry and treasurer.

Many improvements and additions in both buildings and equipment have taken place under the new management. The continual renewal and replacement has kept the mills modern and up-to-date in every way. The finished products of the mills are very popular in the markets, they are Indigo Cheviots, Chambrays and fine dress ginghams.

J. Harper Erwin is so well known in the textile world it seems almost unnecessary to say anything about him. He grew up in the mill business, having started when a boy in Burlington where he was connected with the Aurora Millls and the E. M. Holt Mills for some sixteen years previous to his removal to Durham.

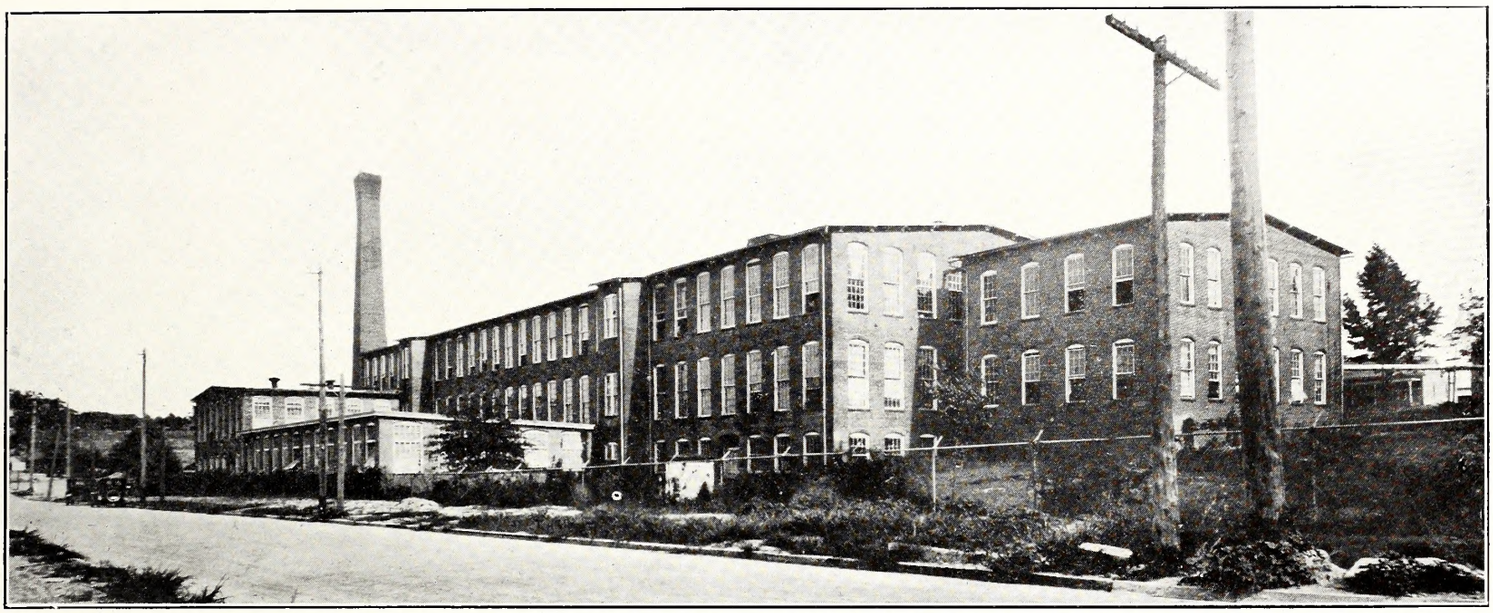
Y. E. Smith, the superintendent, became connected with the mills when a mere boy, has grown up with them and might be termed a product of the business. Mr. Erwin and Mr. Smith have the active management of the mills. They possess splendid business qualifications and by their liberal dealings have won the confidence and friendship of their employees.

The East Durham public school has a high curriculum and is the pride of Durham County. It is up-to-date in management and equipment. It is maintained in part through a special tax which falls largely on the mills. A corps of twenty competent teachers are employed.



SWIMMING POOL AND PLAYGROUND, DURHAM COTTON MANUFACTURING C OMPANY

Pearl Cotton Mills



PEARL COTTON MILLS, DURHAM, N. C.

The Pearl Cotton Mills are located in Durham, N. C. in the eastern part of the city, thus offering their employees unusual opportunities for schools, churches, amusements and the many other advantages of such a splendid city as Durham.

The executives of the Pearl Cotton Mills are widely known in the textile world for their progressive ideas, fine executive ability, and democratic ideas in dealing with their help. W. A. Erwin is president; J. F. Wily, vice-president; J. Harper Erwin, secretary and treasurer and E. M. Henley, superintendent. Mr. E. Powe, is assistant secretary and treasurer has had many years experience in the cotton mill business and he, together with Mr. Henley are in active charge of the mill. Mr. Henley is a very versatile mill man and these two gentlemen have been largely instrumental in making the Pearl Cotton Mills such a succes. Mr Henley worked with the Erwin Mill group for about twenty years before coming into this mill about five years ago.

There is a thorough understanding between these two gentlemen as to the policies of the mills, they make a fine team, always working for the prosperity of the mills with untiring energy. At the same time they keep in mind the vast importance of the human element. The mill has a fine lot of steady faithful employees, many of whom have been with the mills for a long term of years. They are comfortably housed and well paid and well treated in every way.

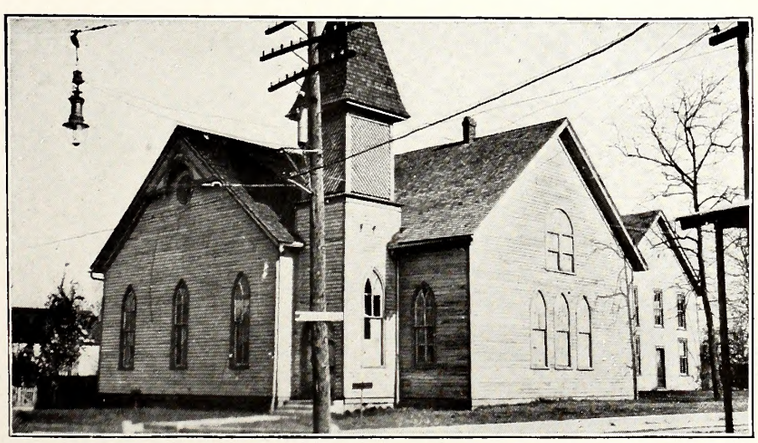
While the mills are located in the city of Durham and have no occasion to do many things for their operatives that a mill located in the country would do, they do much for their help. One noteworthy feature of the work is the Lyceum Building which the company has provided for the use of their people. This building is well appointed, containing baths, reading rooms and an auditorium. There are baths for both men and women. Lockers are provided for their use, every thing is kept in a most sanitary manner. The auditorium is very popular with the people being a sort of civic center and meeting place. Various sorts of entertainments are given in it. Lodges and clubs, also meet there.

About one hundred and seventy five operatives are employed in the Pearl Cotton Mills. Quite a few of these have their own homes in the vicinity of the mills. The company built fifty four to six room cottages of the modern bungalow type found so often in mill villages today. Most of them have sewerage, lights, water, and all city conveniences. There is ample space at each cottage for good gardens and pretty lawns and flowers in the front. Trees and shrubbery have been planted, streets and side walks are paved. The people take a pride in their homes and keep them in a neat, sanitary way. The turnover is very small at the Pearl Mills. Of course there is always a floating element that has to be contended with in any community but there is a small percentage at these mills.

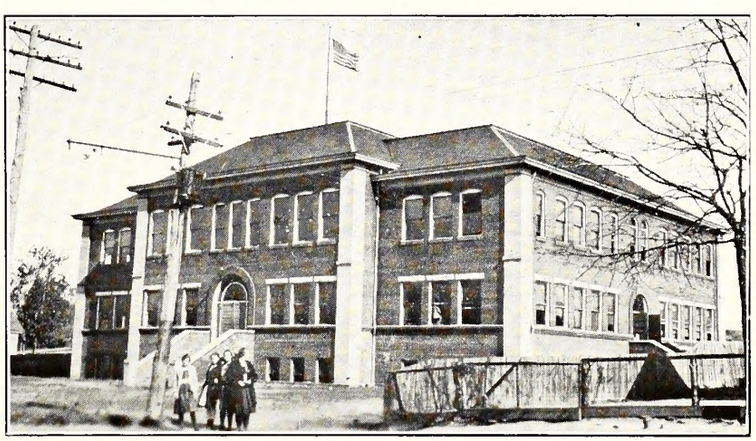
The children of the mill families of which there are about 100 of school age, attend the city schools and make very creditable records. The management tries to show their help the necessity for giving their children all the education possible and encourage them in sending them to school. Many of the children go straight on through High School, and when a desire is manifested for a higher education there is Trinity College and the State University within easy reach. Frequently children from the mill villages no not return to the mills after they have finished school but go out into other occupations.

The religious side of the life of the cotton mill operatives is a very important one, as a rule they are of a simple devout turn of mind intensedly interested in all religious affairs. At the Pearl Cotton Mills two nice churches have been erected by the strongest denominations represented in the community. Each has a good Sunday School.

The Pearl Cotton Mills have a capital stock of $437,500.00, a modern mills construction building of brick with excelent health condition for doing good work takes care of the equipment. There are 13,664 spindles and 240 broad looms Wide sheetings, "Pearl" and "Brunswick" brands are the products.

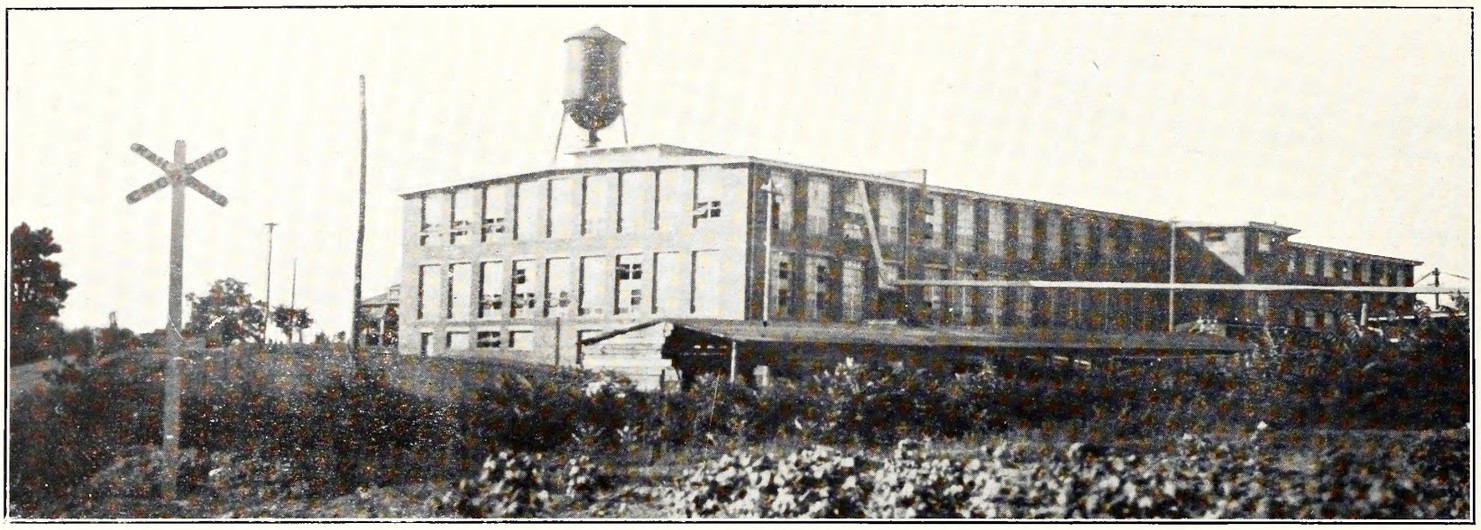


CHURCH AT EAST DURHAM



SCHOOL THAT MILL EMPLOYEES ATTEND

Eastside Manufacturing Company



EASTSIDE MANUFACTURING COMPANY, SHELBY, N. C.

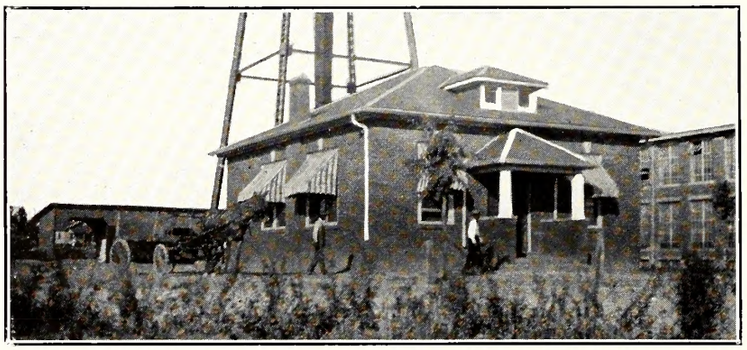
The Eastside Mills, located in the northeastern section of Shelby, N. C., are beautiful modern cotton mills, the erection of which was started in 1918 and completed in 1919-20.

J. R. Dover is president; F. R. Morgan, secretary and treasurer; W. Lee Packard, superintendent. The capitalization of the Eastside Manufacturing Company is close to $700,000.

Just at the time of their opening, these mills, which had been organized jointly with the Cash Mills at Gaffney, S. C., passed through a financial storm, owing to previous heavy purchases of 40-cent cotton futures, which later slumped to 20 cents and bankrupted the Cash Mills at Gaffney. But for the wise and daring financeering of Messrs. C. C. Blanton, J. R. Dover, F. R. Morgan and others, the Eastside Mills would have shared a like fate. The company was saved and has sailed out into bright seas of prosperous outlook. The management of the Eastside Mills could hardly be in more capable hands. President Dover is both a humanitarian and a financial genius, who made a phenomenal success of the Ella Cotton Mills at Shelby. Treasurer Morgan grew up in the mill business at Double Shoals. As a mill superintendent, W. L. Packard has no superior, having been for many years a successful superintendent at Cliffside and other places.

The idea of the management is to make the Eastside Mills one of the most perfect mills in the country, with ideal working conditions and as pleasant living conditions as may be found in any up-to-date mill community. No pains or expense were spared in this respect. E. S. Draper, of Charlotte, one of the most prominent landscape architects and designers in the South, was employed to lay out and beautify the mill village, its parks, playgrounds, etc. An enormous outlay was made in grading and paving streets, planting shade trees, shrubbery and hedges throughout the village and on the mill grounds.

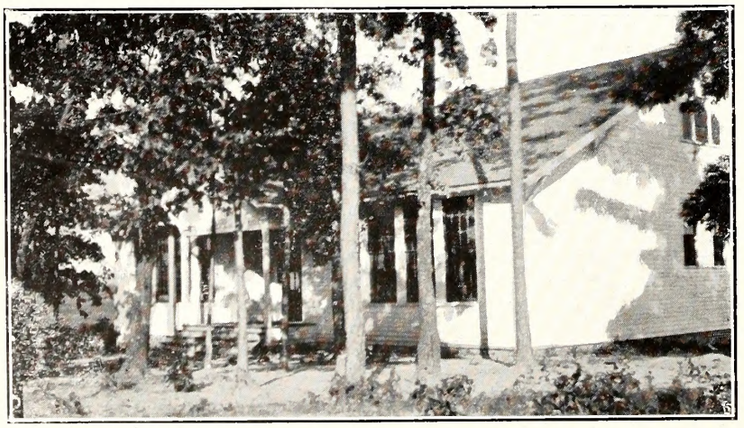
There are nearly 75 attractive cottages, erected in four, five and six-room bungalows of different designs, thus avoiding the monotonous appearance of many mill villages. The houses are painted in harmonious colors and are equipped with electric lights, sewerage, baths, sinks, etc., such as are found in the modern city bungalow.



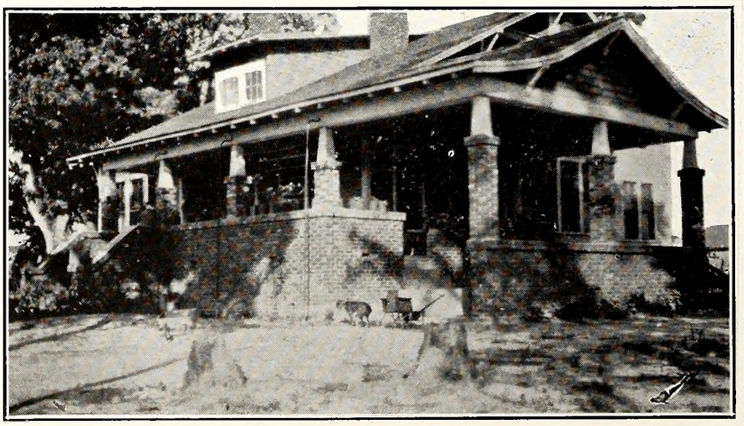
OFFICE BUILDING, EASTSIDE MANUFACTURING COMPANY

The mills themselves are 106 feet wide by 270 feet long, two-story building with basement. Perfect walls of windows make the plant a daylight factory. They admit a maximum amount of fresh air and sunshine. The interior is painted in pure white, a system of indirect lighting affording fine soft reflected light as nearly like perfect daylight as it is possible to obtain. A system for purifying and filtering the air is used and fresh, cool air always fills the mills. Sanitary drinking fountains are established throughout the plant and there is an abundance of pure chilled water for the convenience of the operatives. The equipment consists of 11,260 spindles and 260 Mason automatic looms, which produce wide print cloths. Individual electric motors are used throughout the mills. There is no belting or shafting, consequently accidents are practically impossible from that source. The entire plant is almost absolutely fire-proof.

Up-to-date churches of the Methodist and Baptist denominations are in course of erection and the churches of the city are also available to those who live at Eastside.

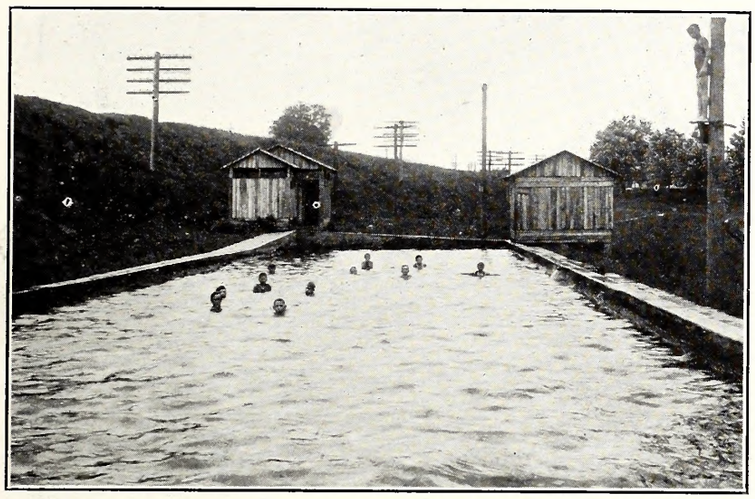


SCHOOL AT EASTSIDE MANUFACTURING COMPANY



COTTAGE AT EASTSIDE MANUFACTURING COMPANY

Revolution Cottton Mills



REVOLUTION SWIMMING POOL



REVOLUTION BOY SCOUTS ENROUTE TO WILMINGTON

In 1899 E. Sternberger, H. Sternberger and Ceasar Cone founded the Revolution Mills at Greensboro, N. C. Just why the name of "Revolution" the writer is unaware, but one would be inclined to think because of the Revolution these gentlemen has made in the living and working conditions of their mills.

Upon a visit to the Revolution the observer is surprised and delighted with the workings of the mills and the people employed in them as well as the beautiful mill village with its wide, shady streets, and paved sidewalks and nice homes. This is indeed a contrast from what one finds in the New England States where the workers are crowded into unsanitary tenements with no yards, grass or flowers, and the mills' rules and instructions must be printed in a number of languages in order that the workers from various foreign countries may understand what is expected of them.

In the Southern cotton mills one language is spoken by employer and employee, which is a common bond. The operative feels more interest in his work. The native born worker feels a personal responsibility and has a loyal pride in the mills.

At the Revolution Cotton Mills every incentive is offered the help to stimulate this pride and feeling of personal responsibility for the success of the mills.

The mill buildings present a most attractive appearance. They are two story buildings built of slow burning material of modern mill construction. Modern devices for safeguarding the health and adding materially to the comfort of the operatives have been included in the interior of the mills where eight hundred and seventy five people are employed. Lighting, ventilating, and humidifiers are of the most approved type. The equipment is up-to-date in every respect, the policy of the management being to renew and replace all machinery when it is deemed wise to do so in order to keep abreast of the times. There are 71,000 spindles and 2,048 looms in operation at the Revolution Mills. The products of the mills are canton and outing flannels, dyed and bleached. The capacity is 120,000 yards daily.

The mills have always been unusually prosperous and successful. One is inclined to feel that this condition is in large measure due to the wonderful treatment which is accorded the help. There can be no question about the part a happy, healthy operative who is well paid, works in pleasant surroundings and lives in a beautiful village in a pretty comfortable house, plays in the success of any business. At the Revolution Mills the operative gets all these things and far more.

A visitor whose mind had been poisoned by the false stories that are frequently in circulation about living conditions in the cotton mills of the South could hardly belive that he was in a real cotton mill village at the Revolution Mills.. The village has been carefully planned and built at the cost of much labor and expense. Three hundred and thirty five homes have been built by the management and there are approximately 2,500 inhabitants in the village. Some fifteen operatives have homes of their own. The others prefer to live in the beautiful mill cottages which are from three to twelve rooms each, and are rented for a mere pittance.

Every home is supplied with artesian water and electric lights, beautiful shade trees, green lawns, a place for raising flowers and a good garden spot. Seeds are furnished by the management.

Such an extensive line of work for the betterment of the mill people is carried on that it is impossible to go into details in the space alloted in this article. It is not the object of the company, by any means to patronize the operatives, on the other hand it strives to make them more independent both in their ideas and ways of living. The company believes strongly in letting the employees run their own affairs with tactful suggestions and assistance from trained workers who are employed for the purpose of helping the people to help themselves and to become a better, more intelligent class of citizens.

Looking to this end the management has employed a trained worker and a graduate nurse.

Some ten or more clubs have been organized including a Girls' Canning Club, a Boy Scout Troop, a Parent-Teacher Association, and various clubs for men and women, young and old.

The executives of the Revolution Cotton Mills are: E. Sternberger, president; J. W. Cone, vice-president; J. E. Harden, secretary; S. Sternberger, treasurer; Geo. P. Stone, superintendent. The names of these gentlemen are a guarantee that no where will one find better working and livng conditions or a more harmonious atmosphere than at Revolution Mills.

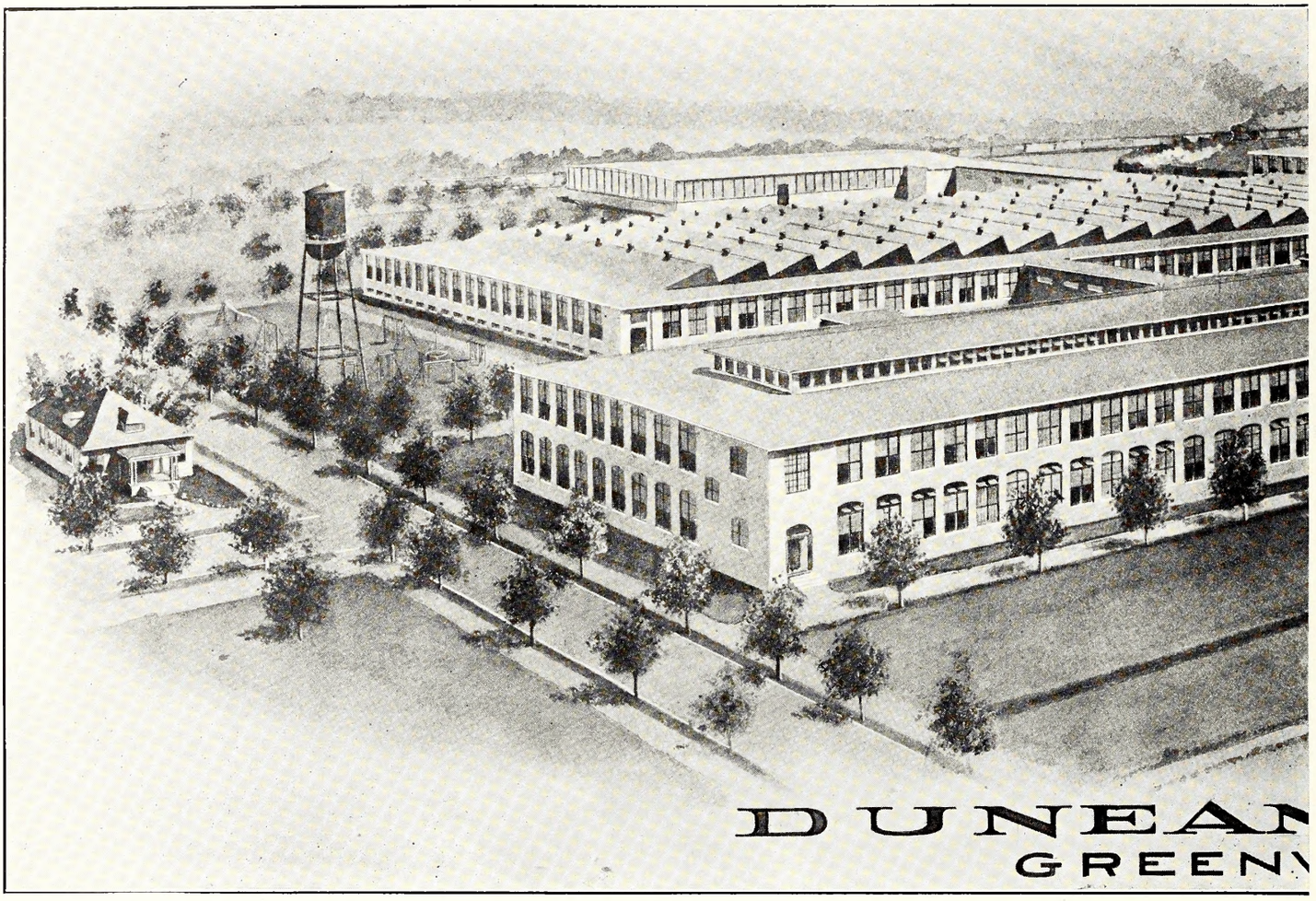


OFFICERS OF PARENT-TEACHER ASSOCIATION



MAPLE STREET, REVOLUTION MILLS

Dunean Mills



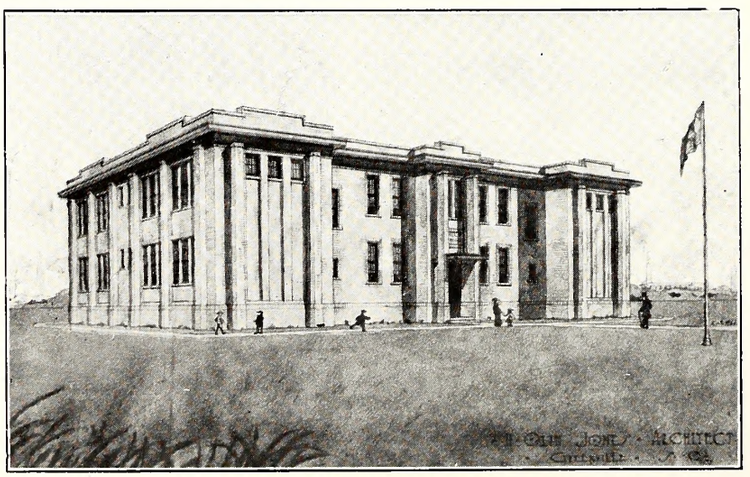
One of the splendid manufacturing plants located at Greenville, S. C. is the Dunean Mills. Greenville C. is a noted textile center having within her confines and skirting her outer edge some of the most magnificent textile plants of the South. None of these factories are more keenly interested in the betterment of their operatives than are the Dunean Mill organization.

The officers of the Dunean Mills have long since established a reputation in the textile world for their splendid executive ability and humane treatment of operatives. Under the careful management of R. E. Henry, president and treasurer; J. E. Sirrine, vice president and S. D. Cardwell, secretary and J. N. Badger, superintendent, the mills have had a continuous growth and period of prosperity.

The Dunean Mills have a capital stock of $2,350,000. The mill buildings are brick and re-inforced concrete, the architecture is of the "saw tooth" type in the building where the weaving is done, the carding and spinning is done in a two story building The power used for driving the machinery is hydro-electric. The equipment is of the most modern type. The mills were built in 1912, but the management, being ever on the alert for any improvements that will make for higher efficiency or a better product, replace and renew the machinery as often as is necessary. The equipment consists of 50,720 spindles and 1,200 looms which are engaged in the manufacture of fancies, shirtings, voiles and silk mixtures. These goods have established such an enviable reputation for quality in the markets that they are most popular with the buyers.

Approximately 950 persons are employed at the Dunean Mills, many of them having been with the mills since they were organized. This, in itself, bespeaks the fact that they find most satisfactory working conditions and good wages, as well as pleasant places to live, for in a textile center like Greenville, S. C., it would be a very easy matter to find some other mill where things were pleasant if they were not satisfied and happy at the Dunean Mills.

The operatives are a high grade class of skilled workmen, necessarily intelligent and apt to learn, otherwise they would not be capable of doing the fine work required at Dunean Mills. They are healthy and happy in their work, very loyal to their mills and mill community. It is needless to say that working conditions in the Dunean Mills are the most approved kind, the management having installed every device for the comfort and health of their operatives, as well as for convenience for doing the work. A corps busy in the mills making everything most sanitary and spick and span. Not only does this regime make for healthful conditions in the mills but it instills a certain amount of pride and self respect in the workers which goes with them out into the community and their homes and is naturally a factor for raising them to a higher plane of citizenship.



SCHOOL THAT CHILDREN OF DUNEAN MILLS ATTEND

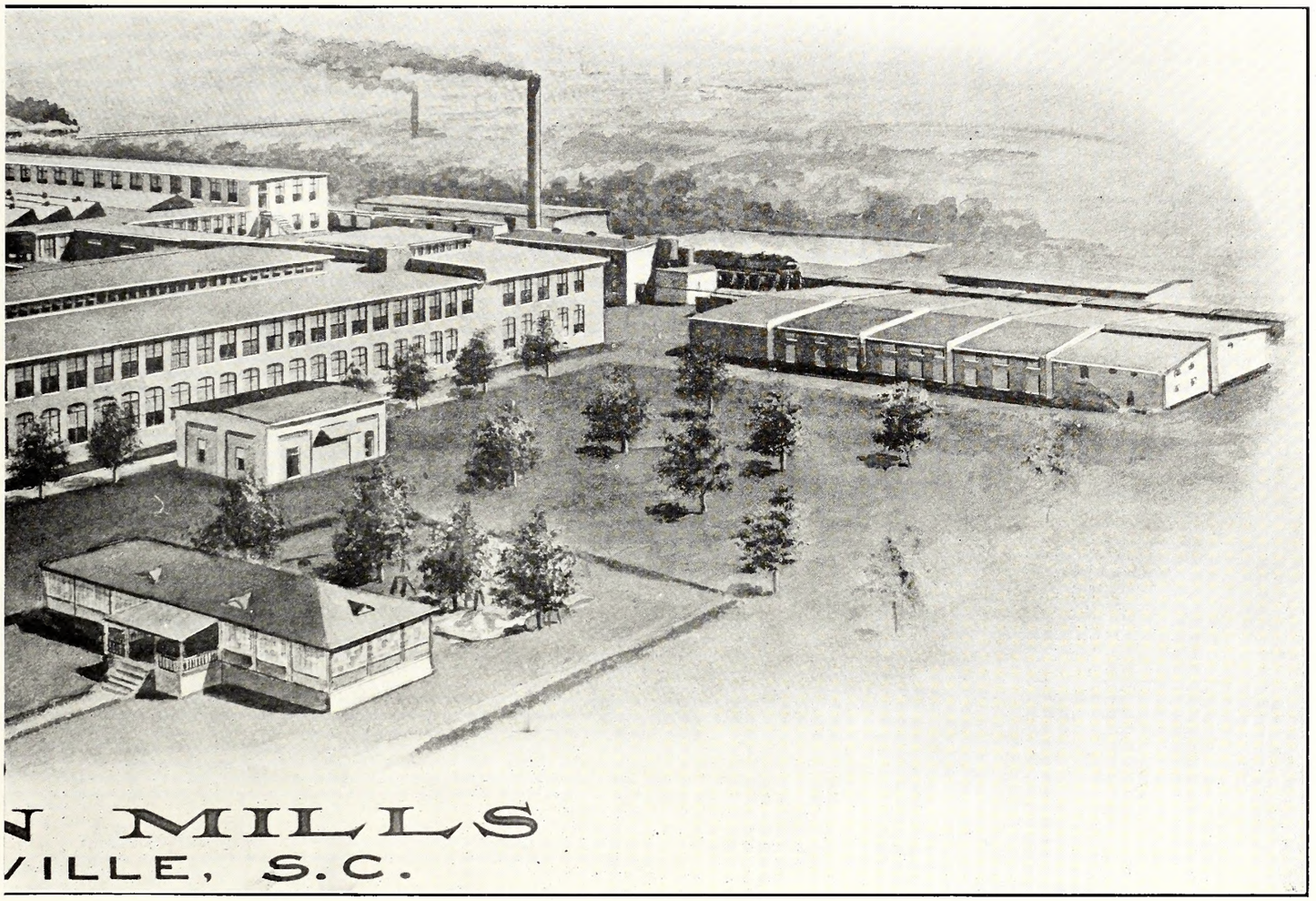
The management is sincerely interested in the uplift and betterment of their mill operatives and have in no way spared money or means in their efforts to help them.

A beautiful village in an attractive setting was planned and built for the mills by a skilled landscape gardner. Some six hundred, or more, modern cottages such as are to be found in any up to date mill village take care of the operatives and their families. These cottages are all equipped with sewerage, waterworks, electric lights and screens. They are kept in perfect repair inside and out. The rent is so small that one wonders how the company can afford to make such an outlay with practically no monetary returns.

The village has a population of around 2,500 persons.

The cotton mills of the South no

Dunean Mills



longer like to speak of the work done in their mill communities as welfare work because it has long since become an established fact that such work brings a many fold return in the splendid class of citizens that are today being employed in the cotton mills. A healthy, happy, contented operative is one of the very best assets of a modern progressive, prosperous cotton factory, in fact few cotton mills can be progressive and prosperous without such an asset; a well treated, healthy operative will naturally take a keen delight in his work and being healthy and strong, will be able to give the most efficient service.

At the Dunean Mills a trained worker and a trained nurse have been retained by the mills to look after the operatives and their families. The people of the village are all pure Anglo-Saxon, English speaking natives of the Southern states, many coming from fine old Revolutionary stock, poor, proud, but unskilled. Being intelligent and quick it does not take them long to respond to the kindly atmosphere of the mill community. The management are justly proud of the efforts they have put forth in the direction of caring for their people and nothing gives them more pleasure than to watch the splendid results than have come from the kind, tactful, intelligent work of their welfare instructors and leaders.

Under such competent leadership many clubs have been organized, such as a Mothers' Club where the mothers are instructed in the laws of hygiene and sanitary cleanliness, as well as taught how to rear their little ones, thereby bringing great joy into the lives of these poor people who once were so ignorant of such things. There are classes in domestic science and various household arts for girls and women in the community. The men too have their clubs and secret orders.

A splendid community building, modernly equipped, furnishes headquarters for all meetings, entertainments and civic affairs.

The management offers generous prizes for the best vegetables raised in the nice large garden spots attached to each cottage, and the most beautiful flowers grown in the yards. These prizes stimulate a keen interest in the keeping of the entire village in a neat, attractive manner and an enthusiastic rivalry is manifested in a friendly way as to who shall be the winners of the prizes.

Education is by no means neglected at Dunean Mills. The management realizes that education will solve most problems and they are anxious to give their people all the advantages possible. The magnificent school, a picture of which is reproduced here, would do credit to any city. Here 650 pupils are in regular attendance at this school. This building, as may be judged from its appearance, is thoroughly modern, not only in architecture, but in equipment, having splendid lighting and heating facilities, excellent ventilation, as well as sanitary drinking fountains, etc.

A competent corps of teachers is employed in the schools whose salaries are paid by the Dunean Mills Co. and the Mills Mill Co. These teachers are carefully selected, not only because of their intelligence along literary lines, but because of their tact and patience and kindly disposition in dealing with the children. The management realizes what a widespread influence such a teacher may have over the growing little ones who are so quick to take up the ways of the teacher.

The children of the mill operative are the average of any to be found in other walks of life, just as intelligent and just as dull, some very interested and others "don't care." Frequently children from this mill school go into the higher schools of Greenville and make most creditable records for themselves. After finishing school many go out into the various walks of life and hold positions of responsibility and trust; others return to the mills ambitious to work to the top.

Besides the day school the mills maintain a night school for the operative who works in the day but is ambitious to learn more, and for the study of textile subjects.

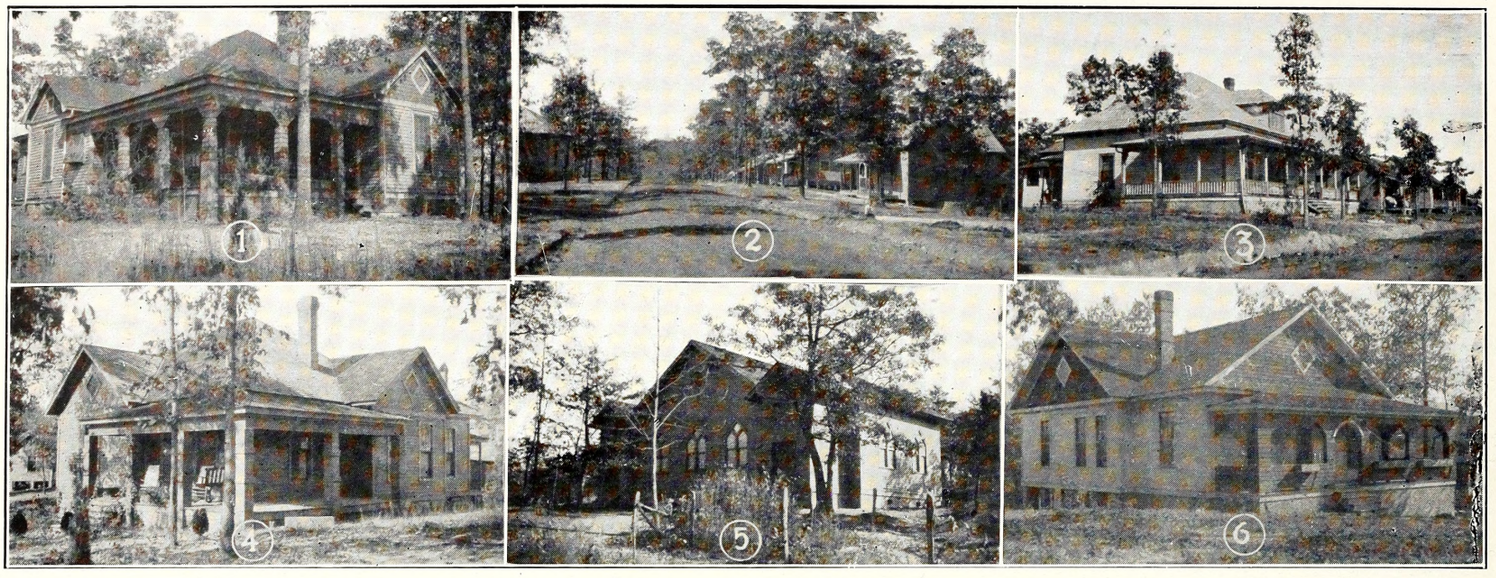
Cotton mill operatives are naturally of a religious turn of mind, always keenly interested in church affairs and Sunday school work. Many of them are devout in their worship, believing in the Omnipotent, teaching His laws and walking in His precepts. The mill village has two pretty, comfortable places of worship, a Baptist and a Methodist church. The churches were built by funds from the mills and are maintained by the congregations of each and liberal support from the mills.

A beautiful Y. W. C. A. building has been built by Dunean Mills and other mills nearby for the use of the women operatives in the mills. This building is equally as well equipped as the handsome Y. M. C. A., which is illustrated in this article. The operatives take a great deal of pride and pleasure in these buildings and there can be no doubt of the fine influence they are in the community.

A day nursery for the little ones whose mothers are employed in the mills has proven a splendid investment.

Several playgrounds equipped with various kinds of play apparatus furnish places for healthful outdoor exercise and help the children to keep robust and well.

Clinchfield Manufacturing Co.



(1) COTTAGE (2) STREET SCENE (3) AND (4) COTTAGES (5) CHURCH (6) COTTAGE

One of the most beautiful cotton manufacturing plants in the whole country is that of the Clinchfield Manufacturing Company, located at the progressive industrial center, Marion, North Carolina. It would be hard to find a prettier site for a manufacturing plant than the one selected by the Clinchfield Manufacturing Co. And they have spent thousands of dollars in enhancing the natural beauty of the location.

Seldom is there found a more splendid combination of brains and common sense coupled with fine executive ability and a thorough knowledge of the textile business than in the group of gentlemen who are the officers of the Clinchfield Manufacturing Company. B. Mabry Hart is president; treasurer, H. F. Little; assistant secretary and treasurer, W. L. Morris; superintendent, T. H. Henderson. Under the capable management of these executives the mills have been most prosperous.

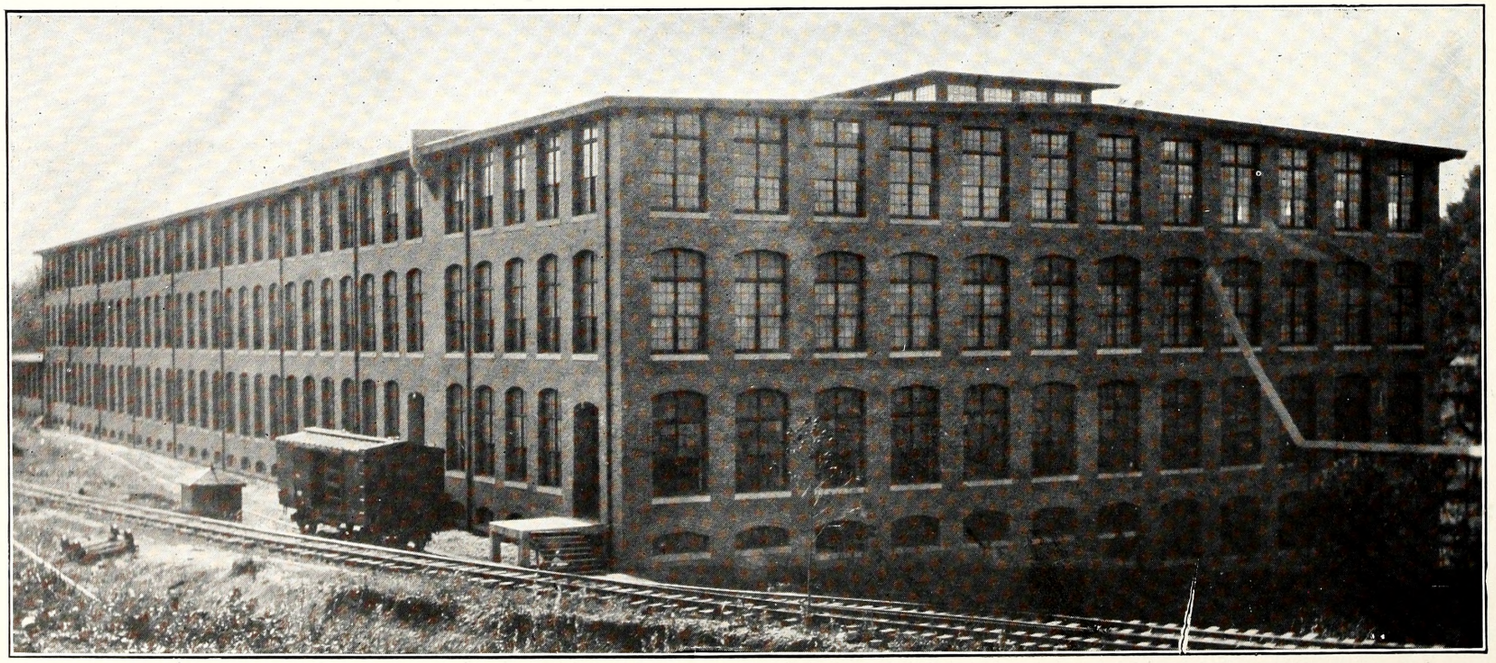
The mills have a capital stock of $1,000,000. Too much cannot be said with regard to these magnificent cotton mills. The buildings are of a slow burning construction, three stories. The central power plant is of brick and steel. The equipment is of the most modern type and consists of 65,520 spindles and 1,600 Draper looms. The products are 64x60 print cloths.

Neither labor nor expense has been spared in the erection of this plant, and one could naturally expect, the most approved systems for ventilation, heating, humidifying and lighting are in use.

Nowhere will finer working conditions be found than those that exist in these mills. Cotton mill operatives consider themselves very fortunate indeed to be able to work in such pleasant environments as are found at the Clinchfield mills. Everything is spotlessly clean and most sanitary throughout the entire plant. One needs only to pay a visit to the mills and observe the bright intelligent faces of the help to know that they are not only healthy and interested in their work, but perfectly contented. Many of them are skilled operators and manifest a rare pride in keeping up a high standard of quality. They feel that they are in a measure responsible for the success of "our mills' and are very loyal to the management.

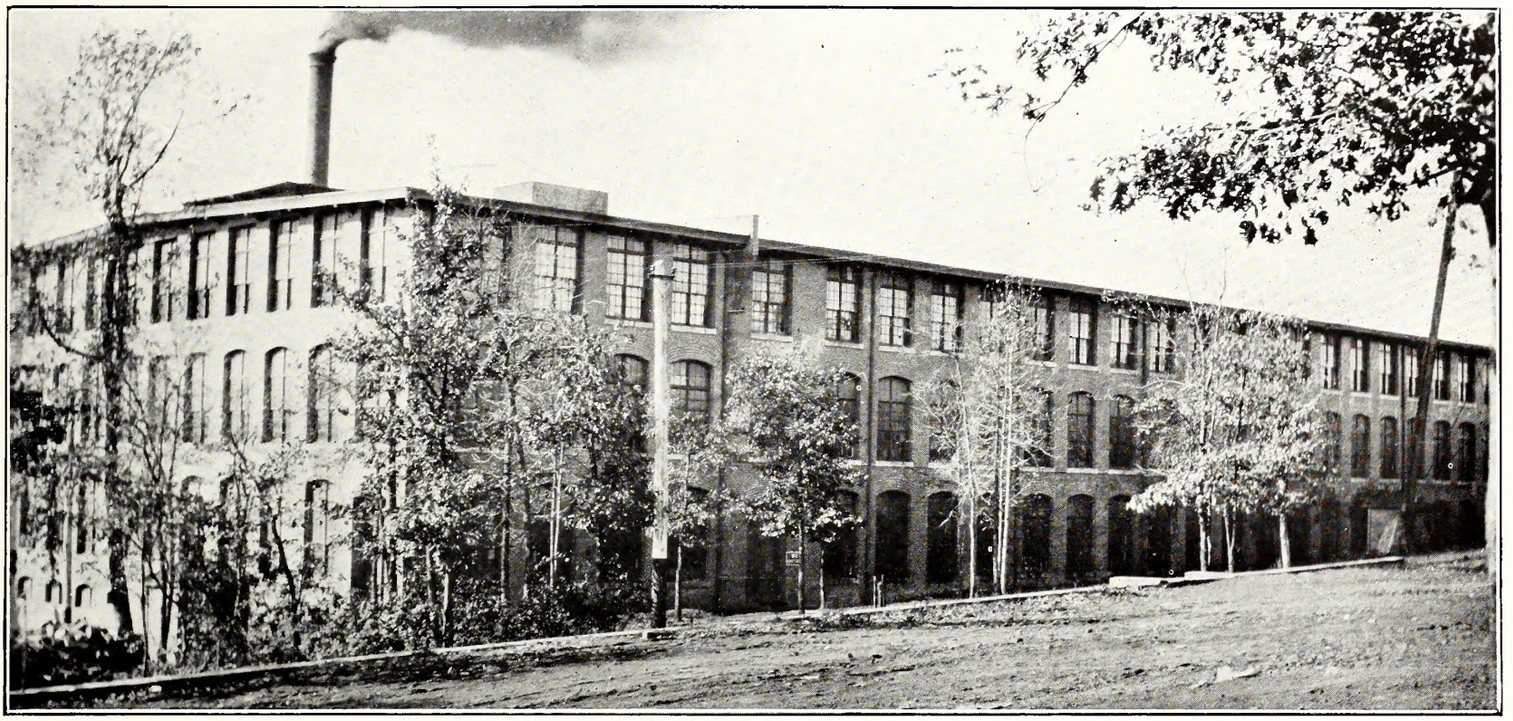
No labor trouble is found in these mills, many of the hands having been with the Clinchfield company since the mills first started and are perfectly satisfied with the good wages paid them, the nice homes furnished and most of all, the democratic spirit of the management in dealing with their help. Such a fine feeling of good fellowship exists between the management and help that the operatives have no embarrassment whatever in going to the offices at any time that they are in need of friendly advice and monetary assistance.

The executives of the Clinchfield company have long ago realized how very essential to the prosperity of any business is satisfied, interested help. Money spent for the uplift and advancement of their help and their families is no longer in the nature of an experiment. A fixed sum is set aside in each year's budget for the particular purpose of welfare work in the mills.



CLINCHFIELD MILL NO. 2, MARION, N. C.

Clinchfield Manufacturing Co.



CLINCHFIELD MANUFACTURING CO., MILL NO. 1., MARION, N. C.

The Clinchfield mill village was given much thought and care in the matter of laying out and development. There is no prettier mill community in the state. Look at the cottages, street scenes, beautiful shade trees, clean streets, shrubbery, flowers, vines and plants. Unless one was well informed as to the modern cotton mill village it would be easy to assume that the Clinchfield village was some very progressive little city of approximately 3,000 inhabitants; a town where the people possess a large amount of civic pride and vied with each other in seeing who could keep the most attractive home and premises.

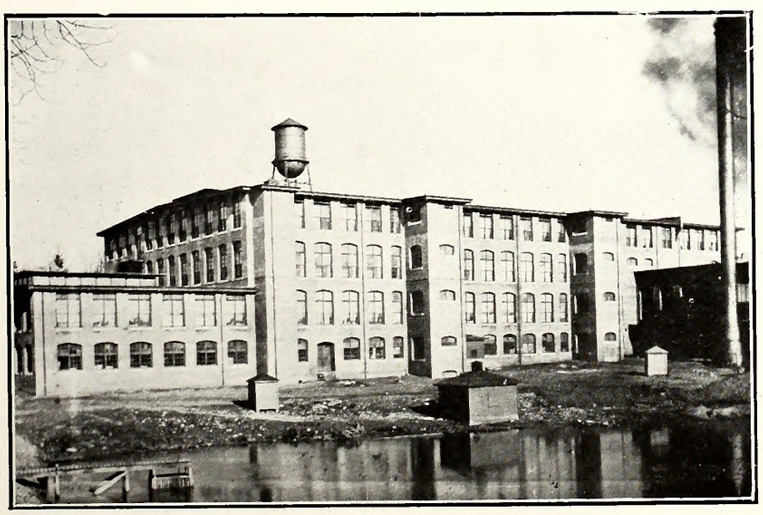
The cottages themselves are not only modern in construction, convenient and comfortable, but they are painted nicely, and not all alike by any means, have city conveniences such as lights, water, and most approved sanitary sewerage system. There is ample space for a garden and a nice front yard for lawn and flowers.

Through a trained director the management makes a free distribution of all kinds of vegetable and flower seeds, this stimulates interest among the people in raising of flowers and vegetables. Then, too, substantial prizes are offered for the best vegetables, flowers, cleanest premises and other things.

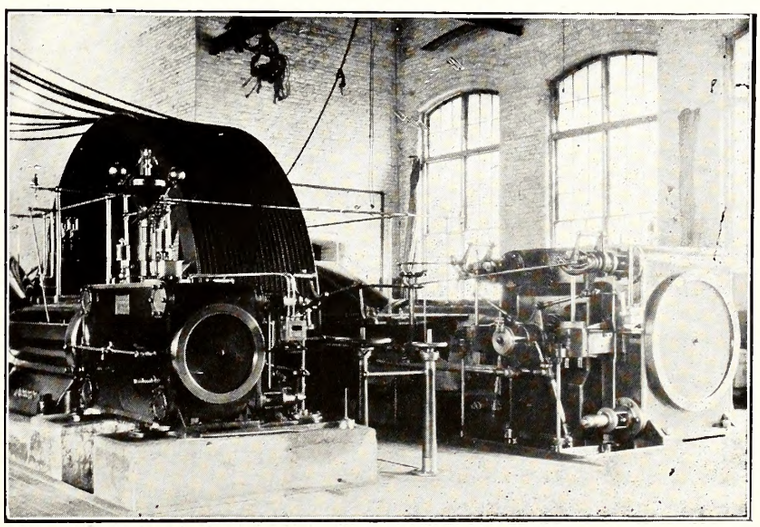
Welfare work of a very beneficial nature is carried on among the mill families by a trained worker. It would be very hard to tell of the wonderful results of such work. Clubs for mothers, girls, men and boys, all classes and all ages, find something of interest to amuse and help them.

Sports and athletics are encouraged and supported by the management. There is no doubt about baseball being the most popular game. There is a pennant winning team that is the pride of the community. Mr. Hugh F. Little is the prime mover in promoting athletics and sports, but his especial pride is in the little concert band composed of operatives from the two mills. He has supplied a director, equipped the entire band and supports it. He is not the only one who manifests a pride in this band; it is a source of great pleasure to the entire community. No festivity or jollification is complete without its presence and the frequent out door concerts in the park are especially on Sundays, are enjoyed by the whole village.

Of especial interest is the unusual interest the management has in providing the finest sort of educational opportunities for the children of the village. The mills have built a magnificent new school building at a cost of $50,000.00. This building is of tapestry brick, steam heated, with the most modern facilities for lighting and ventilation. The equipment is of the most approved type to be found in the most up to date schools. There is a competent corps of teachers employed to instruct the 400 pupils who are in regular attendance. All this is maintained by the company, and the management takes a great interest in the children. In connection with this model school is a model playground, which, like the play ground at the mills for the doffer boys, is equipped with all kinds of apparatus for the amusement of the children, including a merry go round at each playground.



BACK VIEW OF CLINCHFIELD MILL NO. 1.



ENGINE ROOM AT CLINCHFIELD MANUFACTURING CO.

Loray Mills of Jencks Spinning Co.

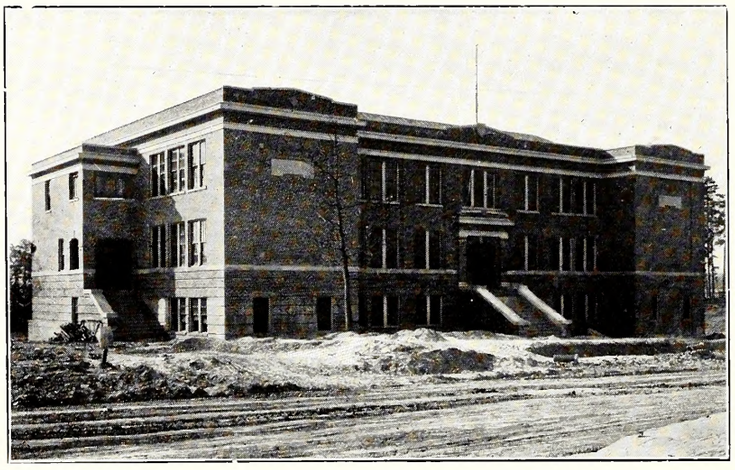


FRONT VIEW OF LORAY MILLS, GASTONIA, N. C.

The Loray Mills were founded in 1900 by Geo. Gray and John Love, in one of the healthiest spots of the Piedmont section of North Carolina. The village is a part of Gastonia, the county seat of Gaston county, one of the most progressive textile centers of the entire country.

The officers of the mills are I. B. Merriman, president; J. W. Baker, secretary; F. L. Jenckes, treasurer; W. C. Cargill, superintendent, and J. R. Hayes, manager. Under the management of these splendid executives the mills have expanded and grown and been most prosperous.

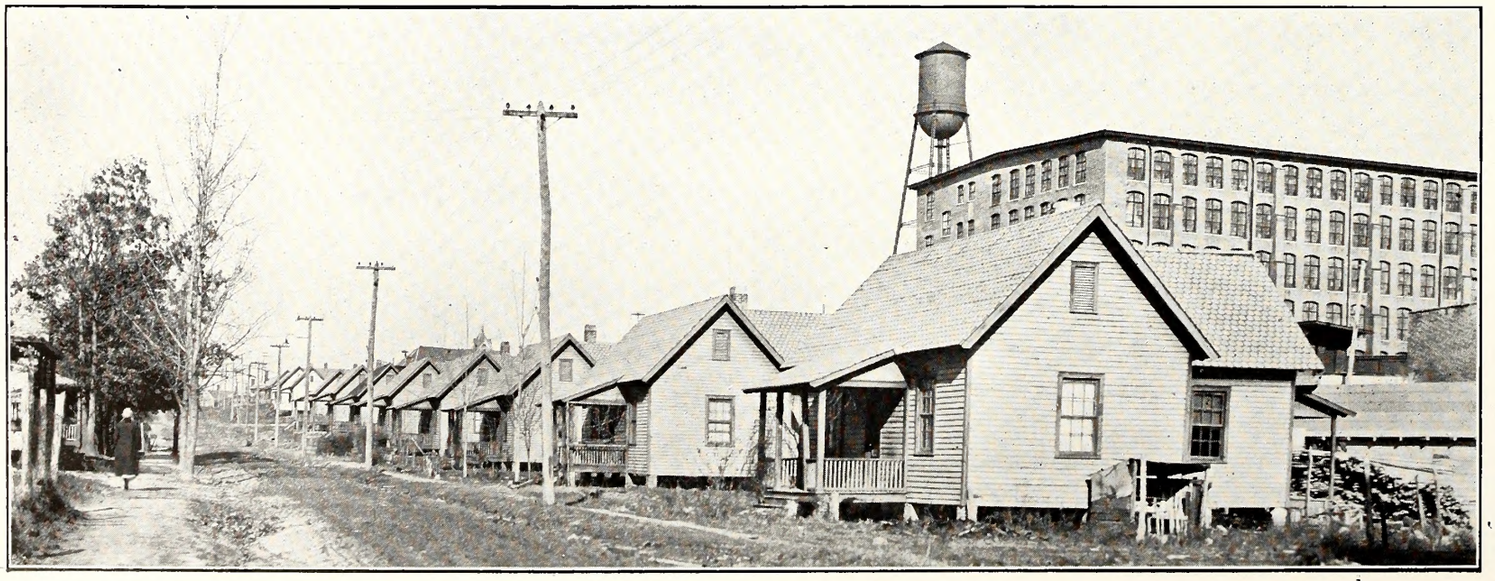
The Loray Mills are not only the largest in Gastonia but their buildings and equipment rank with the best in the South. The equipment consists of 107,504 spindles and 273 looms which are driven by hydro-electric power. There are 200 operatives employed in the mills, steady, sober and industrious. These people are of a very high type of operatives, bright and intelligent, interested in each other and in their work. There is nothing stolid or dull looking about them and they are wide awake as to topics of current interest.



SCHOOLS THAT LORAY PUPILS ATTEND.

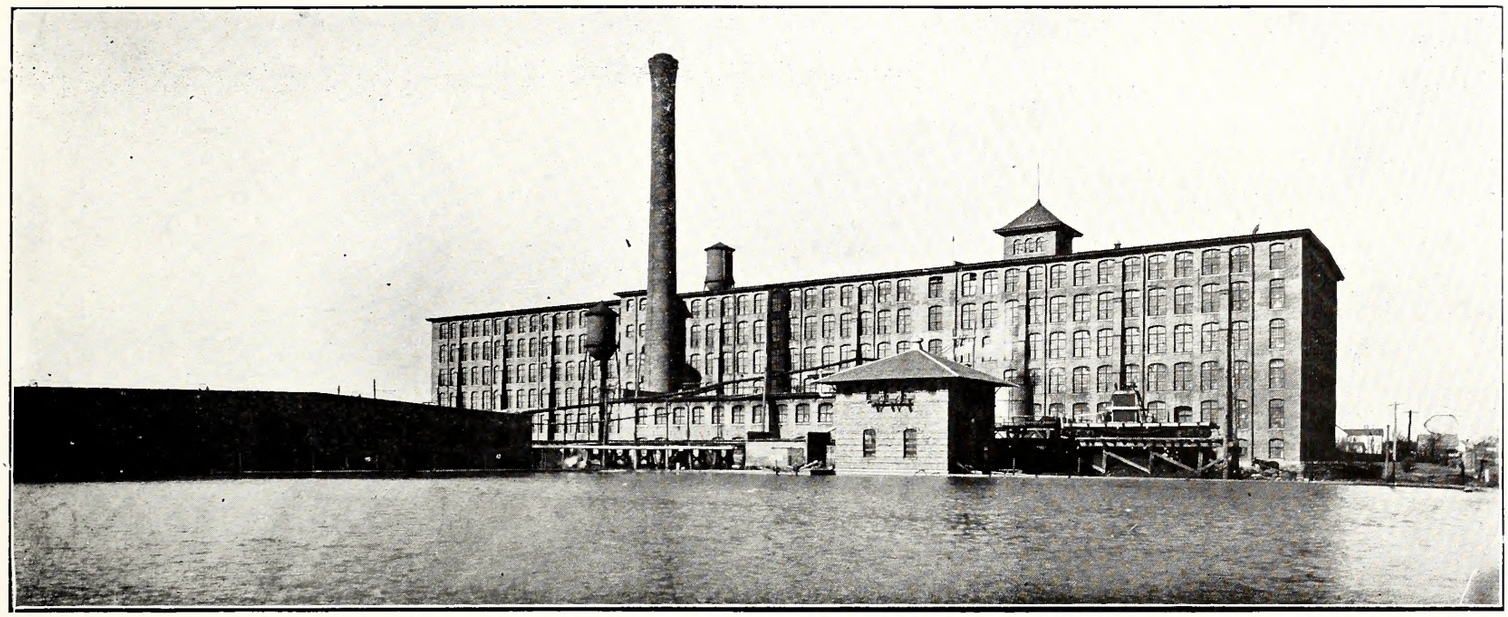
The location of the Loray Mills and Loray community is very healthful and attractive. The grounds have been beautified by the planting of many shade trees, much shrubbery, flowers and vines. The water supply comes from deep wells and is pure and good; there has not been a case of typhoid fever in the village in the last two years.

The management has done a great deal of welfare work among



COTTAGES AT LORAY.

Loray Mills of Jencks Spinning Co.



REAR VIEW OF LORAY MILLS, GASTONIA, N. C.

their help and are constantly making improvements for the betterment of their village. The village has a population of 6,000 inhabitants, there are 637 homes of the very best type and the living conditions are unequalled.

The head of all the Loray welfare work is a splendid Community House fully equipped for doing all kinds of helpful things. It is one of the best in the entire country. Welfare workers, loyal, kind and helpful, are always on hand to care for those who are in need of assistance, they are intelligent and keenly interested and through their sympathetic handling have been able to do a great good in the community.

Day and night nurseries are constantly maintained, where the babies whose parents work in the mills, or who are unable to care for them, are given the best of care and nourishment.

Children under school age will be seen flocking joyously to the splendidly equipped kindergarten, where, under the guidance of trained teachers, the little tots get their first ideas of a school system.

The outdoor bathing pool and bath houses for children, under the eye of a careful community worker; the playgrounds with its full equipment for children's amusements and health; tennis and basketball courts for the young people; the Loray ball park where the fast Loray ball team, who are nearly always the champions of the State, get their practice, and play many of their fast games; the handsome and finely appointed hotels, with the recreation rooms, one separate hotel each for women, men and married couples; all go to make living conditions of Loray the very best to be found anywhere.

There is also one of the very best cafeterias to be found anywhere outside of New York, at least that is what the operatives of Loray claim. Here the best of meals and lunches can always be had, as well as soft drinks, cool ices, cigars, candy, etc., at the most reasonable prices.

Education is urged upon the young people of the community as well as the children. Parents are shown reasons why their children should be made to take advantage of the opportunities offered by the splendid graded schools of Loray. These schools are maintained by the city. There are none better in the country anywhere. The beautiful buildings, modernly equipped, and the corps of splendid teachers make school life most attractive for the hundreds of boys and girls that are seen daily skipping along with merry pranks and laughter just as happy as children of any parentage.

The mill operatives naturally have no time for doing their own laundry so a perfectly equipped laundry of the most up-to-date type has solved that problem for them.

Presbyterian, Methodist and Baptist churches of a pleasing type of architecture have been erected within the village, affording pleasant places for divine worship. Flourishing Sunday schools help the youth of the community to grow up in the straight and narrow way, training their consciences in such a manner that they will not forget when they grow old.

The mill buildings are kept immaculately clean inside and out, many flowers, shrubs and vines enhance the appearance on the outside, while the interior is most sanitary and comfortable, making the work much more attractive and instilling a certain pride in the operatives which makes for neatness in everything. The operatives employed are among the best to be found in any cotton manufacturing plant. Keen and alert, progressive and ambitious. A high rate of wage is paid in appreciation of their skillful work and the operatives are contented and happy. Some of the operatives, indeed a large percentage, have been with the mills fifteen and sixteen years, a fact that bears out the statement above.

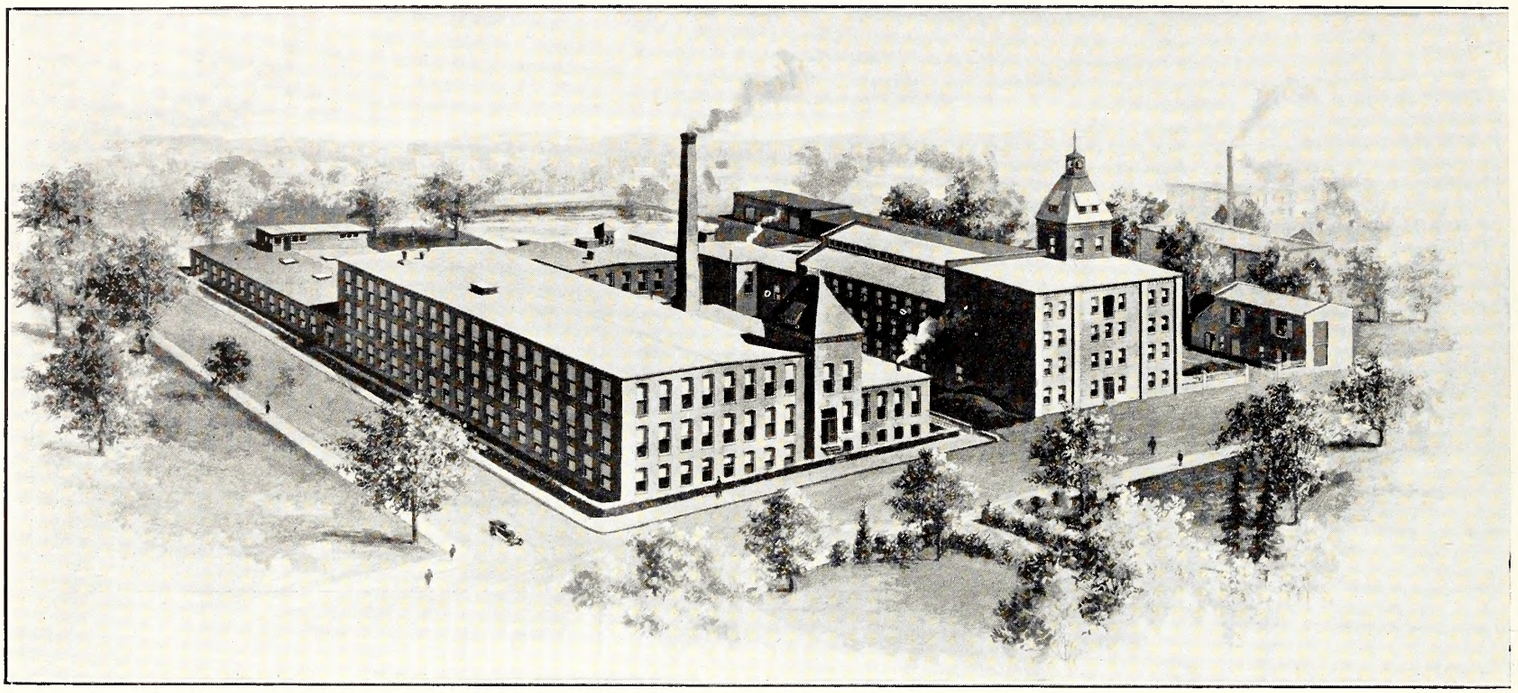
The Loray Assembly Hall is a meeting place for the men of the community. All topics of interest concerning both local and foreign subjects are discussed, many of them are thoroughly up-to-date as to current events of the day. The women and girls also have their various clubs and hold their meetings in the Assembly Hall. The many splendid lectures and entertainments for the village people are taken care of in this up-to-date building.

There are many organizations for the boys and girls, such as Boy Scouts, Camp Fire Girls, etc. A most interesting local paper, "The Loray Weekly," published at Loray, is edited entirely by the operatives and community workers—of the latter there are three. Efficient and thoroughly capable in every respect.



ANOTHER VIEW OF LORAY MILL.

Arista and Washington Mills



ARISTA MILLS (CLOVER CHAMBRAY) ARISTA MILLS COMPANY,

The Arista Mills Co., own and operate the Arista mills and the Southside mills at Winston-Salem, N. C. These mills were founded in 1903 by John W. Fries and have been under the same management since they were first started.

The mills have a combined capital stock of $500,000.00. The buildings are modern construction, one to four stories, brick, with every consideration given the health and comfort of the operatives. The combined equipment is 19,000 spindles and 450 looms. It has been the policy of the management to renew and replace the equipment from time to time as often as necessary to keep the whole thoroughly modern and up-to-date.

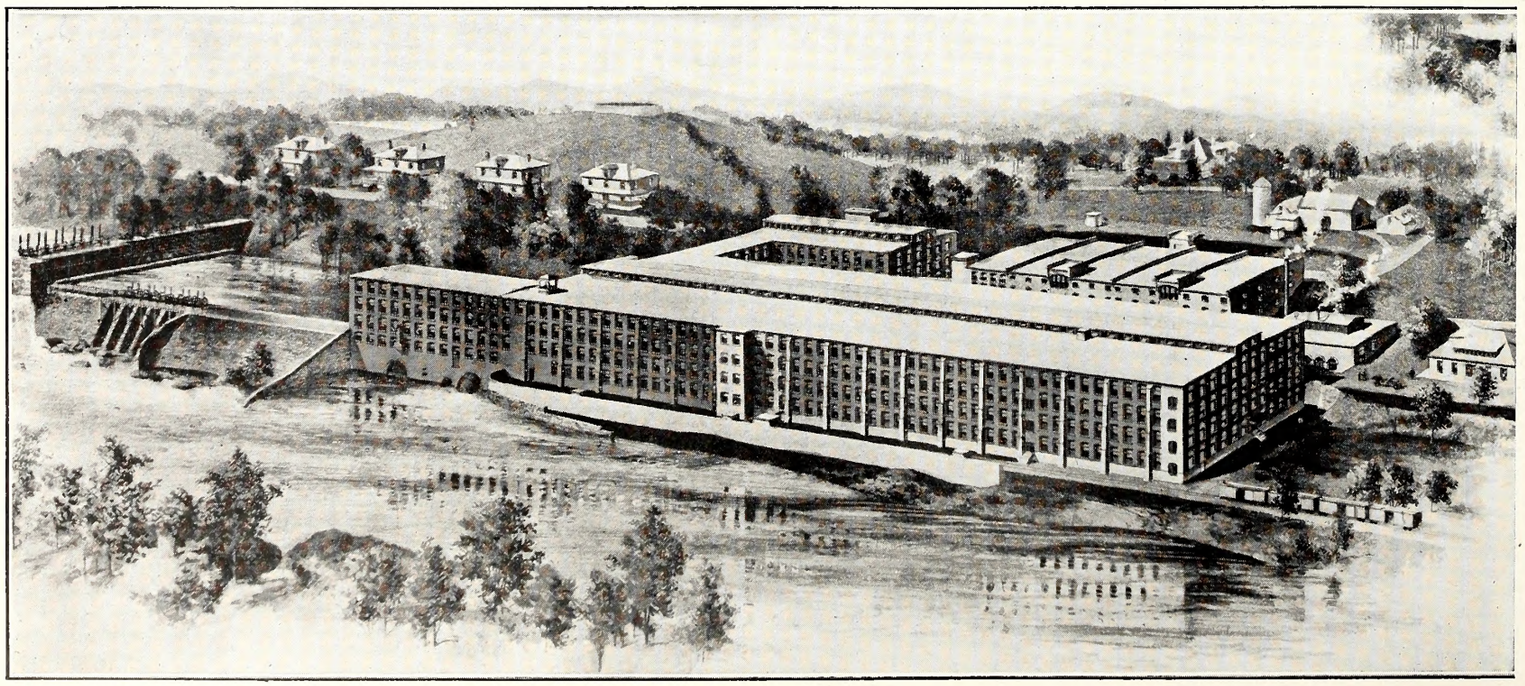
Three hundred and twenty-five operatives are employed in the mills and the products are chambrays, "Clover" and "Southside" brands.

The executives of these mills are practically the same as those of the splendid Washington Mills. Agnew H. Bahnson is president and treasurer; John H. Fries, vice president; Ned B. Smith, assistant secretary and treasurer; superintendent Arista mills, Ed Powers; superintendent Southside mills, R. A. Spaugh, Jr.

The same splendid policies are in effect at these mills as at the Washington mills. The management has made a magnificent success of these mills and there is a fine feeling of good fellowship and common interest existing between the employers and employees. The help appreciates the many fine things done for them at the mills and manifest it in the interest they take in their work and the pride they take in the mills and the village. Many of them have been with the mills so long that they would hardly feel at home anywhere else. Some of the operatives have been with the company for 43 years at the old South Side mills. It is needless to state that they are well treated. The above statement is proof of the fact.

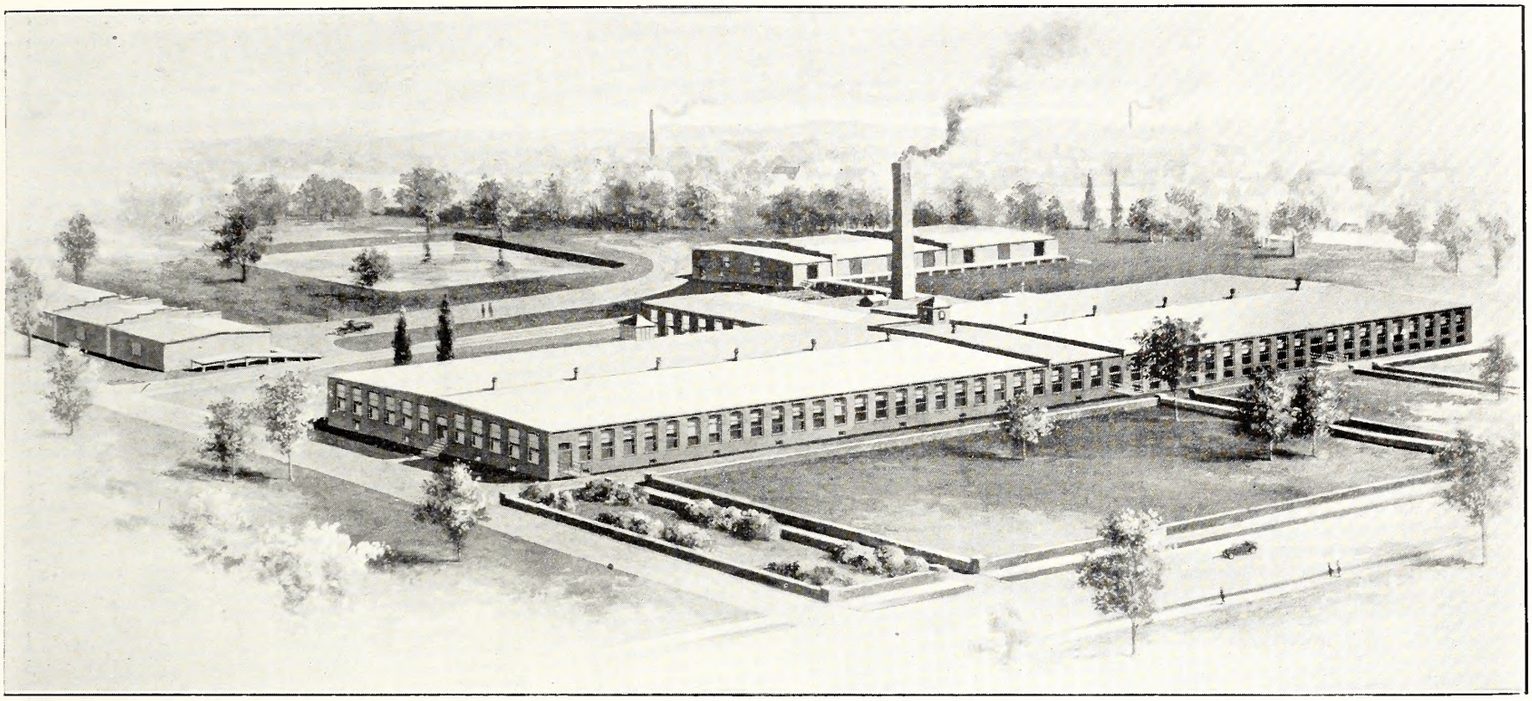
Play grounds equipped with all kinds of play apparatus are a source of joy and pleasure to the children of the community. Athletics are encouraged among the people. Baseball is the most popular sport and the operatives are very proud indeed of their champion base ball team. There is also a volley ball, basket ball and football.

The management stands always ready to assist any movement that is put on foot for the pleasure or benefit of their people.



WASHINGTON PLANT, FRIES, VA. WASHINGTON M

Arista and Washington Mills



WINSTON-SALEM, N. C.

The Washington Mills consists of the Washington Mills located at Fries, Va. and the Mayo Mills located at Mayodan, N. C. Both of these plants were founded by F. H. Fries and the late W. C. Ruffin. The Washington Mills were founded in 1901 and the Mayo Mills just a year earlier.

Col. Ruffin died in 1921 after havin had the active management of the mills for more than twenty years. Col. Ruffin was a powerful figure in the textile world. His record as president of the North Carolina Manufacturers' Association is a very brilliant one. He was a man of fine perceptions and keen executive ability, and his death was a great loss to the entire state. His mills were among the most progressive and beautiful in the country.

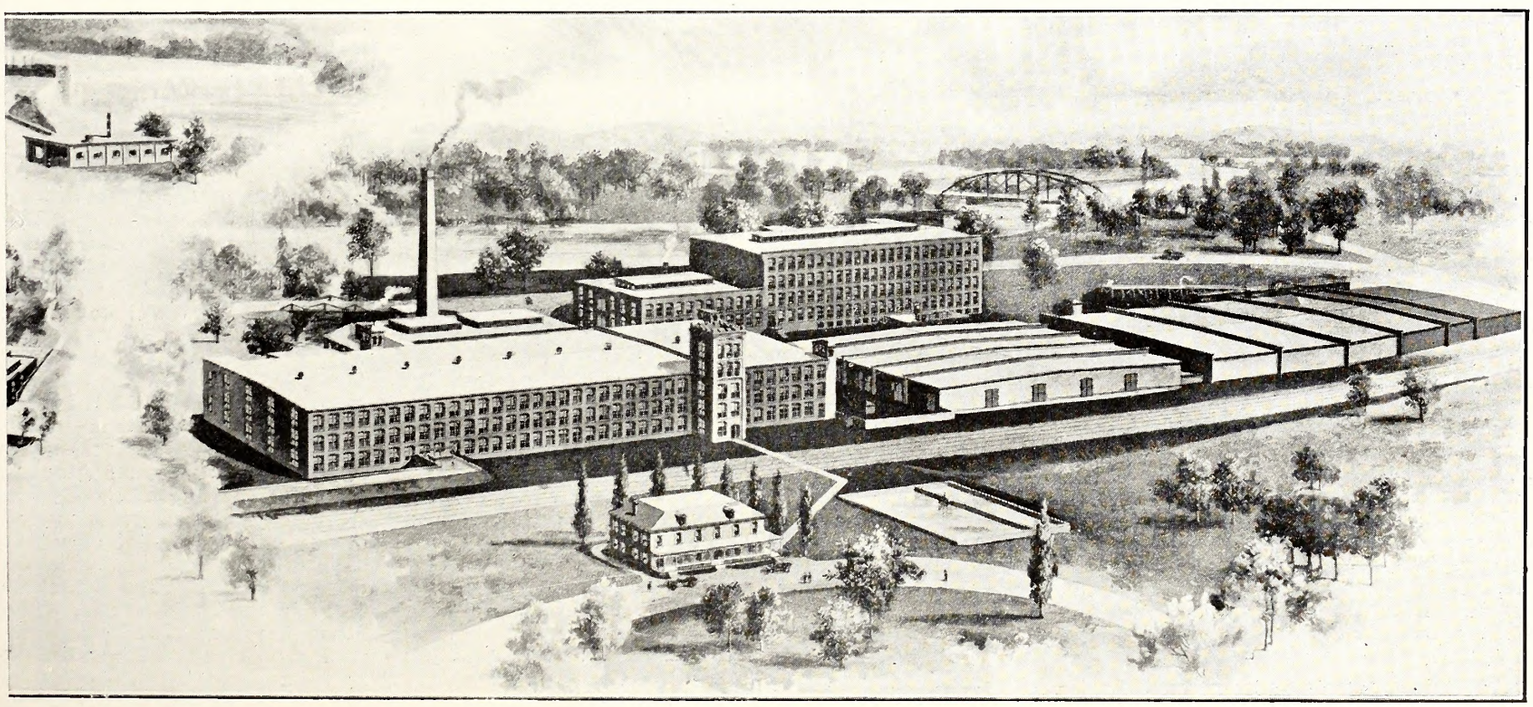
The present officers of the mills are: F. H. Fries, Winston-Salem, president; H. M. Nisson, vice-president; A. H. Bahnson, Winston-Salem, secretary and treasurer; John Thorpe, assistant treasurer of mill at Fries, Va. and J. W. Bolton, superintendent; T. H. Turner, assistant treasurer of mill at Mayodan and W. H. Bollin, general superintendent.

Mr. A. H. Bahnson is a very progressive gentleman. Because of his wide experience and expert knowledge of the textile business, he, too, has served the North Carolina Cotton Manufacturers' Association in the capacity of president, being elected to fill that office in 1921.

The Washington Mills have a capital stock of $5,000,000.00. The mill buildings, as one would naurally expect, are modern in every respect, models of neatness, sanitary and healthful. Not only are they all of this, but, but they are equipped with the most approved type of machinary for the manufacture of their products—sheetings and twills at the Fries plant and men's and boys' ribbed underwear at the Mayodan plant. The Washington Mills at Fries, have 102,000 spindles and 1,750 looms and the equipment at the Mayodan Mills consists of 25,000 spindles and 128 knitting machines.

The operatives of these mills are fine people, intelligent and skillful, interested in their work and taking a loyal pride in the mills.

SOUTHSIDE MILLS (SOUTHSIDE CHAMBRAY)



ILLS COMPANY

MAYO PLANT, MAYODAN, N. C.

Kinston and Orion Mills



EMPLOYEES OF ORION KNITTING MILLS, KINSTON, N. C.

These splendid manufacturing plants are located at Kinston, N. C., and so thoroughly are the proprietors in sympathy with the idea of giving their operatives every opportunity to live better and have better advantages for growth and improvement in every way that they were much more interested in letting the public see the kind of intelligent help they employ and the kind of homes they furnish them to live in than they were in the size of their factories and the amount of money they had invested in the mills.

Notice the pictures accompanying this article and you will readily understand why the management is proud of their operatives. Notice the bright, intelligent expressions, and not the least bit of dissatisfaction in their mode of work and living can be seen in their faces.

The officers of the Kinston and Orion Cotton Mills are practically the same men. J. F. Taylor is president, general manager and treasurer; Dr. H. Tull, vice-president; T. V. Moseley, secretary of the Kinston Mills. Dr. H. Tull is president of the Orion Mills and J. F. Taylor, secretary, treasurer and general manager. E. C. Gwaltney is the efficient superintendent of the Kinston Mills, while E. H. Carver holds the same responsible position with the Orion Mills. These men are all progressive, broad-minded business men of fine executive ability and under their supervision the mills have been most prosperous. Mr. Taylor is especially keen on mastering details, nothing escapes his watchful eye, and it is largely due to his careful management and the kindly feeling which he has encouraged and fostered between the heads of the mills and their help that the business has had such splendid success.

It has been the policy of the management at all times to have all up-to-date devices for the comfort and health of their operatives in their mills. They understand thoroughly that to make a success of any industry one must not only have up-to-date equipment in order to compete with those manufacturing the same line of goods but one must have competent, capable operatives. And in order to get the most efficient work out of help the management has learned that it is economy to conserve the health of the operatives; educate them so that they will take a more intelligent outlook on life and be able to do better work, furnish them comfortable, attractive homes with modern conveniences so that they may feel they have pleasant places to spend their spare time, give them opportunities to develop the social side of life in the village and encourage them in helping themselves by lending a helping hand to their neighbors. All these things go to make their lives happier and more like other people.

Mr. Taylor is constantly improving both living and working conditions in his mills and mill community. The result s shown in the photographs of his workers. They are an intelligent, self-respecting group of citizens, sober and industrious, receiving good wages, living well and dressing well, and responding freely to the care and consideratiton shown them by the mills.

The mills first thought of building a thoroughly modern school for the children of their operatives, but, upon more mature consideration, they felt that it would be more democratic and wiser to allow the children of the mill families to go to the Kinston public schools where they would be in the same grades with the other children of the town, meet them on the same footing and show that they were the equal of any pupils in the schools. This plan was followed and the result is most satisfactory. The Kinston public schools have a high rating and the mill children have demonstrated the fact that they are just as intelligent and apt as the children coming from any of the other homes in the town. Mr. Taylor has tried to impress upon the parents of the mill children the great importance of giving their children the education of which they themselves have been deprived. The children are urged to attend school regularly. Frequently children from the mill families go through High School, graduating with honors, then some of them go out into the world to accept positions of responsibility and trust, others return to the mills and take up work there. This pleases the management very much indeed, for it shows that these young people appreciate their surroundings and the excellent opportunities afforded them to forge ahead in the textile world. Many of the heads of the departments in the two mills are filled by persons who have worked their way up from the ranks of operatives. The management encourages those who are ambitious and gives them every opportunity for rapid advancement.

Both Kinston and Orion Mills are located within the corporate limits of the town of Kinston and their villages have all city conveniences and improvements. Good streets, sewerage, lights and water, there nice shade trees add to the attractiveness of the streets and no part of the town is better kept. The operatives take a keen pride in making their homes as neat and homelike as those of the average citizen in like circumstances. The cut shows the kind of houses provided for the mill families. They are of different designs, some two stories, others cottages. They are painted in pleasing colors so that there is not the usual uniformity found in most mill villages. Each house has plenty of room for a good garden and in summer the houses are made much more attractive by the planting of flowers and vines around them.

Kinston and Orion Mills



EMPLOYEES OF KINSTON COTTON MILLS.

Welfare work has always been recognized as a legitimate part of the mill business and the management of these two mills have for a number of years set apart a certain sum to be expended for this purpose. A trained welfare worker is in charge of this department, and there is also a graduate trained nurse employed by the company to look after the health of the community and instruct the people in the laws of hygiene and enable them to rear their children in a more careful, healthful manner. Splendid results have been the reward of these two fine, cultured women who have been untiring in their efforts to raise the standard of living in the communities.

A modernly equipped Community House is the center of all social activities in the village. The various clubs among the mill people have their meetings in this building. Much has been done through the Mothers' Club and clubs for women and girls to create more interest in the home life of the mill operatives. The clubs organized for promoting the social life of the operatives have been of great value in helping to generate a friendly, helpful disposition toward each other.

Many fine vegetables are grown in the village gardens and a friendly spirit of rivalry has been stimulated among the members of a most enthusiastic Ladies' Canning Club Splendid exhibits of canned fruits, vegetables, etc., have demonstrated the splendid work that is being done by this particular organization. The Garden Club has a large following. The members are untiring in their efforts to excell each other in the raising of fine vegetables. The Flower Club is another active body of workers and they are equally as proud of the results of their efforts to beautify their homes and the village. Wonderful results have been achieved by all three of these clubs which are encouraged and stimulated by the offering of good substantial prizes, by the management of the mills, for the best of everything in each department.

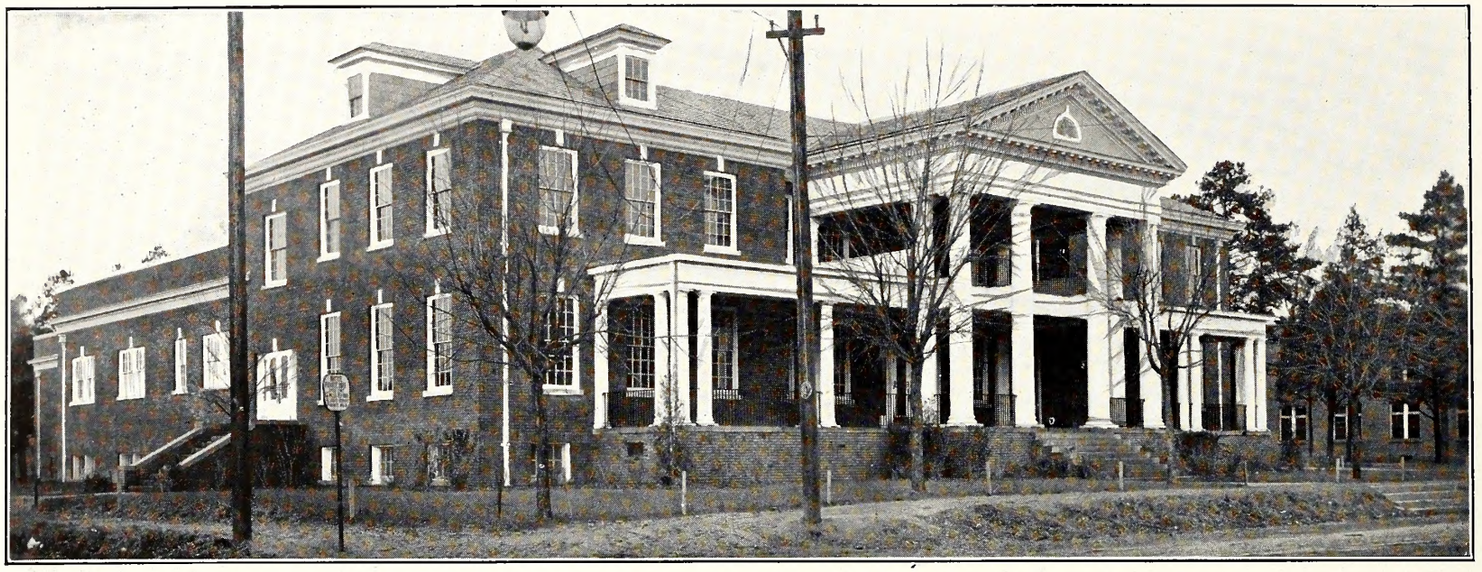
The Civic Club has a large membership and interest is stirred by the offer of nice prizes for the best kept premises and homes.

Sports are encouraged, baseball is the most popular outdoor game. Each mill has a very efficient and active baseball team and many hotly contested games afford amusement for the community.



HOMES AT KINSTON COTTON MILLS.

Proximity Manufacturing Co.



Y. M. C. A. BUILDING AT WHITE OAK MILLS

The group of mills included in the Proximity Manufacturing Company, are located at Greensboro, N. C. The group includes the Proximity Cotton Mills, founded in 1895, White Oak Cotton Mills, founded in 1904, and Proximity Print Works which began operation in 1913.

These mills were founded, owned and operated by the late Ceasar Cone until the time of his death in March of 1917.

It seldom happens that any one man in a great manufacturing industry holds a place of more than country-wide interest, but when Ceasar Cone died the importance of the man himself, his place in the business world, and his position in the affairs of the country were all so important that the Associated Press despatches bore the news of his death to the great daily papers in all the cities of the United States and the report quickly spread over the entire world. All of this because Mr. Cone, in his comparatively brief life established his name, his firm's name, the names of his mills, and the reputation of his products locally, nationally, and throughout the entire country as well as in many foreign and distant parts of the world.

There are many great names in cotton manufacturing, but there has never been a family that has become more prominent in the production of cotton goods, the financing of cotton mills, and the distribution of textile mill products than has the name of Cone. Ceasar Cone's co-worker for a great many years was his older brother, Moses Cone, and the names of the two brothers will always be linked together. If there is any one man who, in his own lifetime, has ever occupied a bigger place in the industry than did Ceasar Cone, it must have been his older brother, but it is generally conceded that as the two men were alike in their broad grasp of all cotton manufacturing and merchandising affairs, so the two measured the same in ability and in their respective places occupied in the industry Ceasar Cone was a man who had achieved great success in the three lines of textile endeavor referred to above. He built the mills, financed mills, and his firm, of which he was the head, was one of the largest and most successful merchandising houses the textile trade has ever produced.

Mr. Cone loved the great industry that he was so largely instrumental in developing. He was proud of his mill villages, described by competent critics as models of their kind. He was warmly interested in his people and welfare work among them; the little children all knew and loved him; easy of approach, gentle, kind and sympathetic.

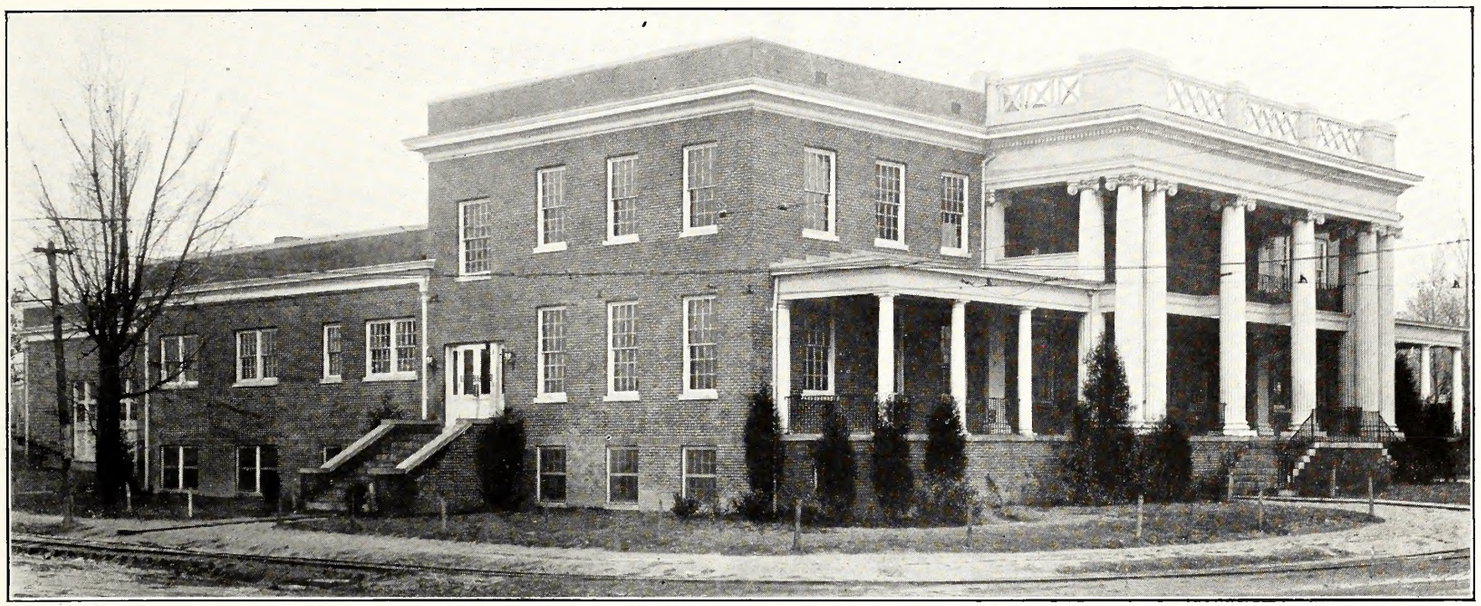
No one can thoroughly estimate the great advantages the Cone organization has given to the Piedmont section of the South, considering only material advantages that arise from furnishing permanent work and wages to thousands of workers and the comforts and advantages to those dependent upon them.

Between four and five thousand people find employment in the mills of the Proximity Manufacturing Company, and with their families, the population of the villages would total approximately fifteen thousand people. Unless one has seen some of the model mill villages to be found throughout the South it



KINDERGARTEN CLASS AT PROXIMITY PLAY GROUND

Proximity Manufacturing Co.



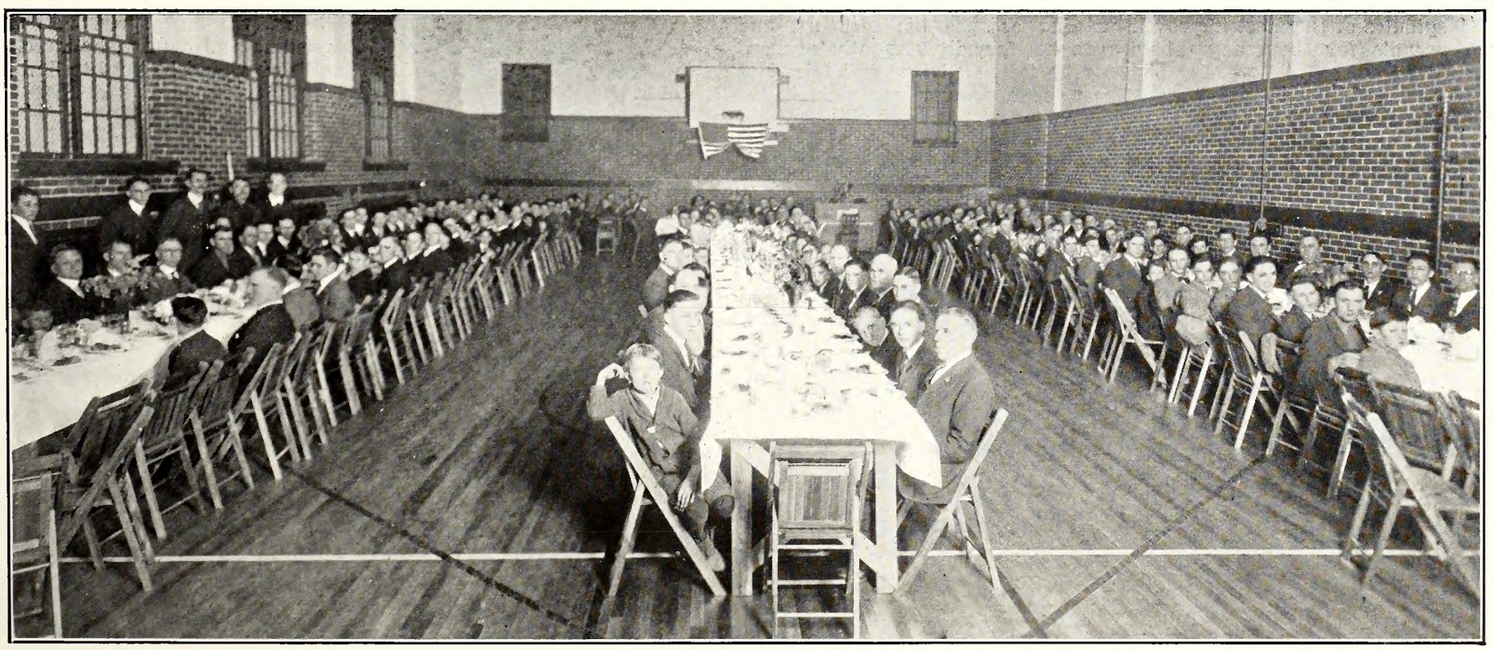
Y. M. C. A. BUILDING AT PROXIMITY MANUFACTURING COMPANY

would be impossible to realize how unlike the ordmary town population they are. These villages have been laid out with the definite object of giving the inhabitants the best possible advantages and comforts. First, the question of drainage is considered of most importance; then come, in the order named, sewerage disposal and uncontaminated water supply which are given the most scientfic care. Electric lights are used in both streets and homes. An expert landscape gardner is employed to lay out the villages and the beautifying process is started at once. Streets and sidewalks graded and paved, shrubs and trees planted, parks and playgrounds established. Comfortable homes were built with all modern conveniences, and plenty of ground for a garden. Added to these are the splendid schools, supported entirely by the mill management. The churches are furnished and largely supported in the same way. The playgrounds are fully equipped and athletics are organized and directed. The teaching of music and domestic science, organization and direction of numerous clubs for girls, women, boys and men, canning clubs, libraries, Y. M. and Y. W. C. A.s—all of these advantages are available to the families of unskilled workers who come to the mills for employment.Everything is done by the Cones to insure the health of the mill families.

These people came to the mills originally from the mountains, or country where they made only a very poor living and lived in poor little houses. None of them had been used to very much ready cash; educational advantages had been denied them for generations ,but they all had and have latent capabilities, latent desires, and opinions that make them entirely different from the mill operatives of other sections of the country. The have been quick to respond to the kindly treatment and the unusual advantages offered them by the Cone organization and today, nowhere will there be found a higher class of cotton mill operatives. Many of them have been with the mills for a quarter of a century and are wholly dependent upon their work in the Cone Mills for the livelihood, the education of their children, for the savings that will take care of them in their old age, and in fact for all their financial, social and religious advantages.

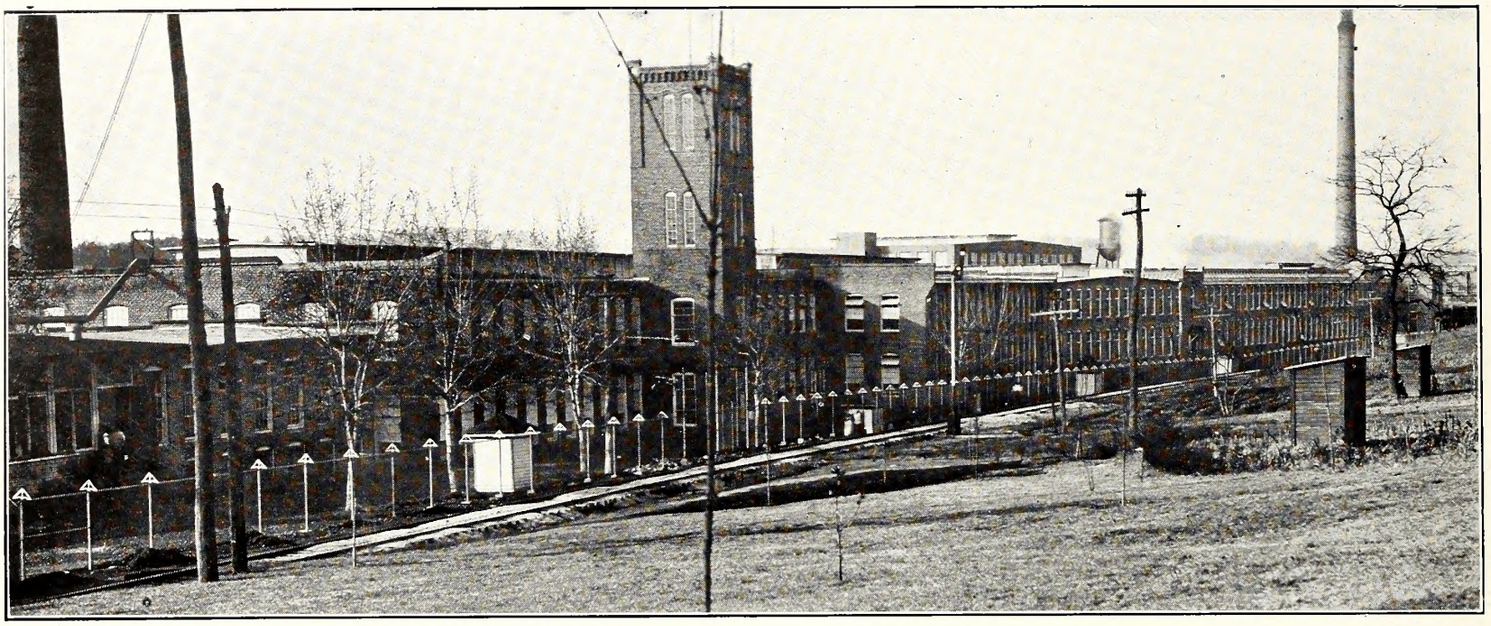
The officers of the Proximity Manufacturing Company are: Bernard M. Cone, president; Julius W. Cone, vice-president; Herman Cone, treasurer; J. E. Hardin, secretary.

The capital stock of the Proximity Manufacturing Company amounts to $500,000.00. Proximity Mills has a spindleage of 53,000, and 1,600 looms engaged in the manufacture of indigo blue denims. Jas. A. Bangle is the efficient superintendent. White Oak Cotton Mills have an equipment of 60,000 spindles and 3,000 looms, they also manufacture blue denims. Thos. E. Gardner is the capable superintendent in charge. Proximity Print Works takes care of the dyeing, finishing, bleaching and printing of the two mills. These mills are the largest manufacturer of all the denims in the world. The goods are consumed in all parts of the civilized globe.



FATHER AND SON BANQUET AT PROXIMITY MANUFACTURING CO.

Efird Manufacturing Company



EFIRD MANUFACTURING CO., ALBEMARLE, N. C.

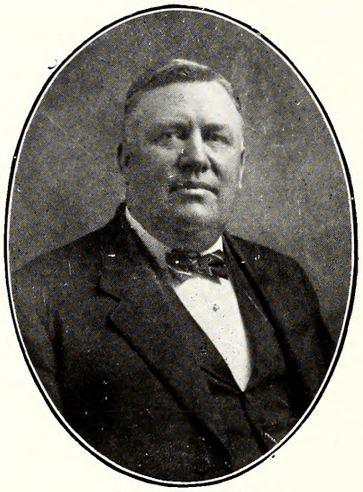
Albemarle, N. C., is a pretty little industrial center tucked away among the beautiful hills of Stanley County, N. C. It is also the county seat and a most progressive little town. Its chief industries are the great textile plants located in its midst. The climate, splendid water and excellent transportation facilities all conspire to make it a fine manufacturing town.

One of the largest and most progressive textile plants at Albemarle is that of the Efird Manufacturing Company. In 1896 Messrs. I. P. and J. S. Efird founded this plant, beginning in a modest way but always having a big vision. The capital stock then was $50,000, the first building was 50x200 feet. Today the plant has a capitalization of $1,500,000, five large brick buildings of modern mill construction, house the 60,000 spindles of the most improved type suitable for the manufacture of carded yarns 5's to 30's and combed yarns 40's to 80's.

The officers of this magnificent plant are: J. S. Efird, president; W. G. Efird, vice-president; J. J. Efird, treasurer; H. L. Horton, secretary, and O. G. Voss, superintendent. These are all practical mill men, well known in the textile world for their fine executive ability coupled with broad democratic ideas in the handling of their mills and operatives. With such men at the head of a business it is little wonder that it has made such rapid progress and has been such a big factor in the uplifting of the natives of Stanly county who have found employment within its gates.

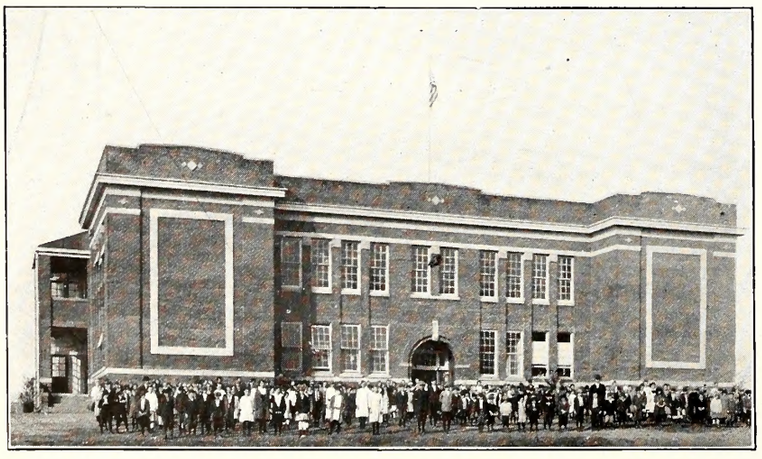
Mr. J. S. Efird is in active control of the mill and the village. A careful study of Mr. Efird's photograph which appears in connection with this article will impress the reader with his kindly, genial manner, his keen mind and fine judgment. He is a past master of the art of absorbing the most minute details, nothing escapes his scrutiny, and with his friendly sympathetic manner he is the advisor and friend of every man, woman and child in his mill community. They all know and love him. Always sure of his warm interest in their individual affairs, as well as his endorsement of any project that makes for the betterment or pleasure of the entire village.

The success of the plant is largely due to his intense interest and ambition to make it the equal of any in the country. Because of his popularity with his operatives and their appreciation of his efforts in their behalf there is not a manufacturing plant in the country where there is a finer spirit of harmony. Many of the operatives of the Efird plant have been with it since the first turn of the machinery. Coming from the surrounding country where their lives were a continual round of dull, hard work from morning to night, with few of life's comforts, little ready cash and very poor homes with no conveniences whatever, these people could not be persuaded to go back to the hills under any conditions. Being of pure Anglo-Saxon blood, they have been quick to respond the atmosphere of the community and because of the many advantages offered them they are themselves daily growing and expanding and a finer, better class of citizens would be hard to find in the ordinary walks of life.

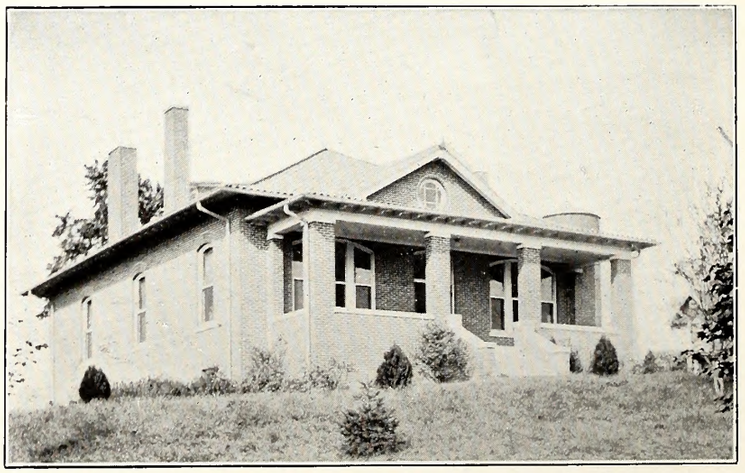


J. S. EFIRD

There are a thousand operatives



SCHOOL BUILDING AT EFIRD MANUFACTURING CO.



OFFICE AT EFIRD MANUFACTURING CO.

Efird Manufacturing Company



EMPLOYEES AT EFIRD MANUFACTURING CO.

in the Efird plant. The mill village has a population of 2,500 inhabitants. The 400 cottages are very pretty bungalow type houses with every city convenience, baths, electric lights, sewerage, etc. Many persons in the larger towns of the State live in homes that are not nearly so comfortable. The grounds are most attractive with their lawns, shrubbery and flowers, and there is a large space in connection with each house to be used as a garden.

The management has built a very handsome school building of two stories, which will compare favorably with any school in the South as to equipment. There is a splendid auditorium for the use of the village on public occasions, as well as for the closing exercises of school.

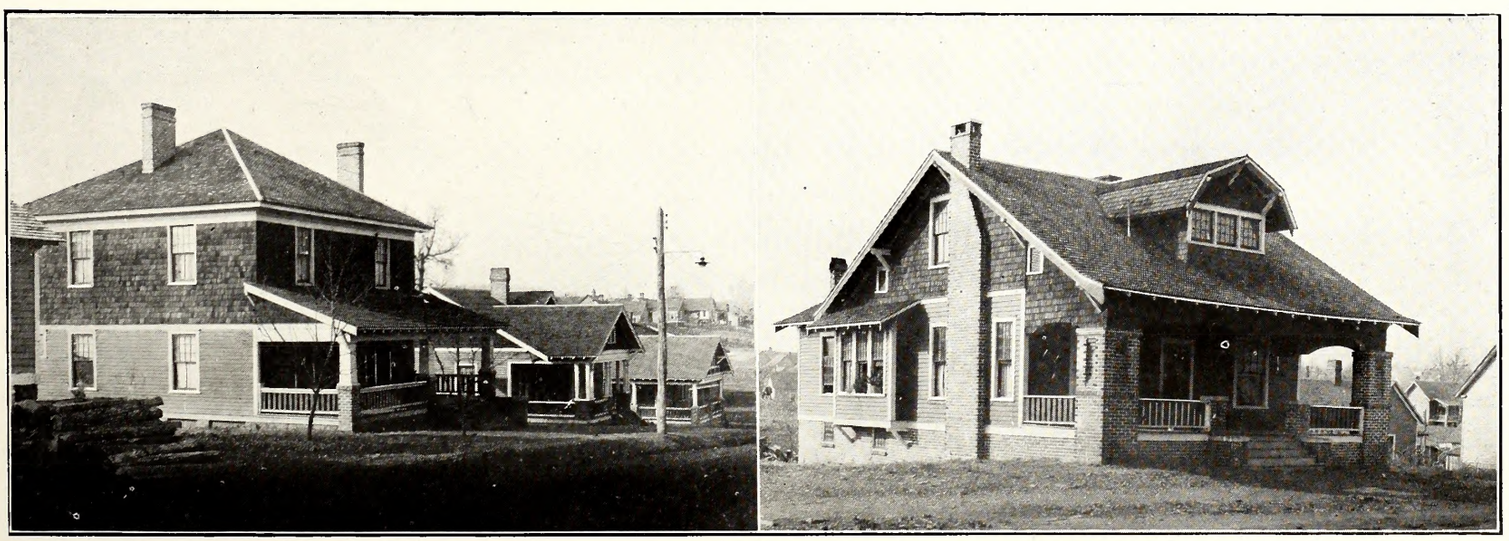
Five hundred pupils are enrolled and the mills employ ten teachers. The village children are bright, intelligent, healthy youngsters, such as any community might be proud of, and when they have finished the course of study required in the mill school they frequently go away to school or go into other lines of work, for they are just as well trained as children in any town of the same size. The mills are ambitious for their young people and encourage them to get all the education they can.

Methodist, Baptist and Presbyterian denominations have nice comfortable churches in the community. The people built there churches with liberal aid from the management. A splendid Sunday school is maintained in connection with each church, the community as a whole has a great deal of reverence for the work of the churches and Sunday schools and take much pride and pleasure in them.

A park, and well equipped playground for the little ones, is a source of much pleasure to both old and young. Especially is this true when the excellent brass band, composed of village talent, plays in the park.

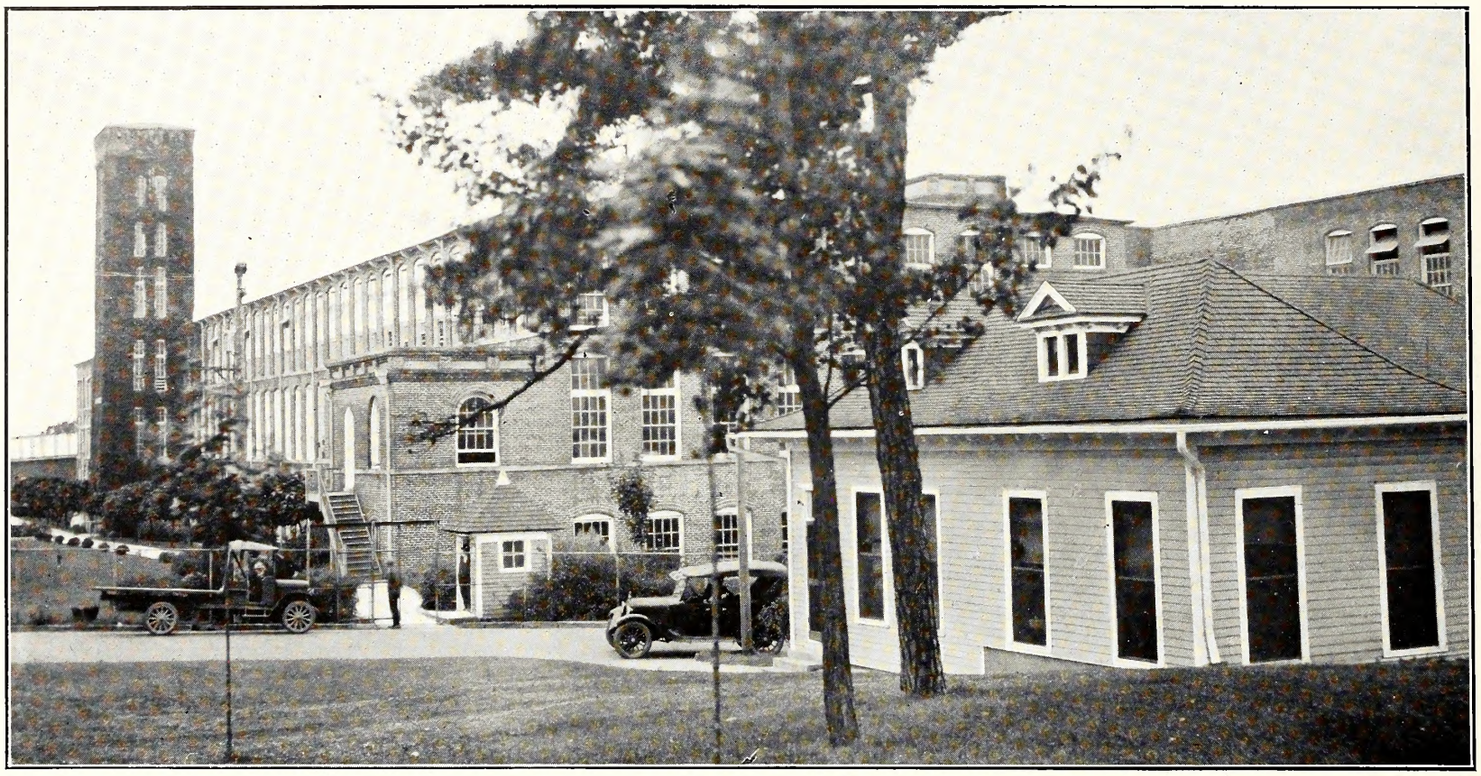
A trained nurse is employed by the mills to look after the health of the community. The village as a whole is very healthy, but this nurse has been of great benefit to the people ,especially in teaching the mothers how to care for their little ones and in instructing the home makers in laws of hygiene.

Sports of all kinds are encouraged. There is a fine baseball team, of which the village is very proud.



COTTAGES AT EFIRD MANUFACTURING CO.

Gibson Manufacturing Company



VIEW OF MILL AND MILL OFFICE, GIBSON MANUFACTURING CO., CONCORD, N. C.

Concord, N. C. is one of the most progressive little industrial cities in North Carolina. Well located with splendid railroad facilities, fine water and a most healthful climate it has attracted many fine manufacturing plants to its confines. Taking high rank among these is the Gibson Manufacturing Company which was founded in 1890 by R. E. Gibson and J. W. Cannon.

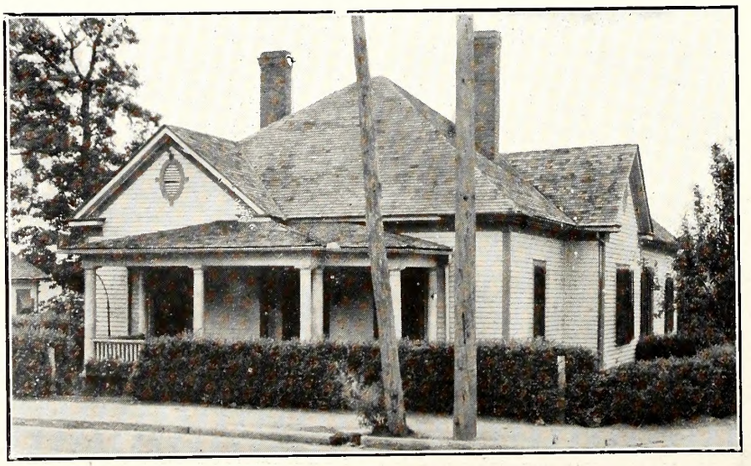
The present officers of the company are: E. C. Barnhard, president; C. A. Cannon, vice-president; A. R. Howard, secretary and treasurer; W. B. Bruton is superintendent. Mr. Barnhardt is also manager of the Gibson Manufacturing Company. Through his splendid efficiency as an executive and his careful foresight in management the mills are enjoying great success.

The mills have a capital stock of $1,125,000.00. The mill buildings are of brick, of modern mill construction. The main buildings is three stories with many windows which make for fine daylight operation and splendid ventilation. The equipment consists of 27,000 spindles and 636 looms. The weave shed is of the "saw tooth" type of architecture, the dye plant is modernly equipped while the picker room is large and contains the most approved machinery.

If one will only glance at the pictures shown in connection with this article it will hardly be necessary to state that both buildings and equipments are kept on a footing with the best in the country. There is a constant improvement and replacement going on all the time. Modern appliances that make for improvement of working conditions and more efficient production are thoroughly investigated and only the very best adopted.

The products of the Gibson Manufacturing Company are fancy ginghams and madras; 8's to 30's white and colored yarns. At this plant the raw cotton is spun, dyed, woven and sent out a fine finished product that is very popular on the market.

Five hundred and fifty operatives are employed at the Gibson Manufacturing Company's plant. Like the operatives in all Southern cotton mills, most of them come from the surrounding country. Their story is the same as that of most cotton mill help in the South, proud, almost too sensitive, poor and unskilled when they came to the mills from poor little farms of their own or from some tenement house on somebody's big farm. Many of them have been with the mills a number of years, so long, in fact, that they could hardly call any other place "home." At the mills they met with the most kindly treatment and under the patient instruction of experts it did not take them a great while to become skilled operatives. Because of their native aptness many work up from the common ranks of the mill to positions of trust and responsibility. It is not an uncommon thing to find men at other mills in the South who have good positions who started at the bottom and worked up at the Gibson Manufacturing plant. The management is ambitious for their help and encourage them to work up to higher places in the mils.



TYPE OF COTTAGE, GIBSON MANUFACTURING CO.

Because of the fact that the mill hands are all of pure Anglo-Saxon stock, speaking nothing but plain English there is no necessity for a lot of circulars and rules printed in a number of foreign languages like there is in the New England Mills. And, because of this very fact that employee and employer speak the same tongue, have been raised in the same section, and thoroughly understand each other, there exists a most harmonious feeling in the mills between the two factors that go to make up a progressive business.

The management has long realized that comfortable, pleasing environments in the mills as well as in the homes are necessary for a healthy, satisfied operative, and they deem money spent to gain such an end a necessary and legitimate expenditure. A visit to the Gibson Manufacturing Company will leave not the least particle of doubt in the mind of the observer that the operatives here are perfectly happy and contented, as well as robust and strong.

The management has built neat attractive homes for their operatives. These cottages are generally of the bungalow type, varying in number of rooms and frequently in the color in which they are painted. All of them are modernly equipped with baths, sewerage, electric lights, and screens. Each house has its own complement of ground for the use of the family. A great many of them grow their own vegetables and there is an

Gibson Manufacturing Company

abundance of flowers and shrubbery to be found throughout the village. The latter, together with the pretty shade trees which have been planted in numbers around the homes and along the streets, add largely to the attractiveness of the community. All streets are paved, as well as the sidewalks. A great deal of civic pride is manifested by the inhabitants and there is a united effort to keep every thing not only in a sanitary condition but as pleasing as possible.

A noteworthy fact about the operatives of the Gibson Manufacturing Company is that 15 per cent or more of them own their homes, and fully 30 per cent are saving their money, while many are making some kind of an investment for the future.

Since the Gibson Manufacturing Company is located within the confines of Concord there is no necessity for the company to build schools. The children go right to the graded schools of the city and prove that they are equally as bright as those of the average citizen. However, the management is doing much for the advancement and betterment of its little people, especially in the Day Nursery where the litt ones are left in the care of competent, trained workers, who do not only look after their bodily wants but instill in their little minds the first principles of good citizenship. The nursery is thoroughly equipped with modern conveniences and the children receive excellent care. There is a pretty ground with many devices for amusement and health giving exercise. The children spend many merry hours out in the fresh air and sunshine.

In the matter of churches there are several denominations represented in the community so the operative has no trouble in finding one to suit his own ideas. Prominent among these are the Baptist, Presbyterian and Methodists. All these churches have flourishing Sunday Schools where the youth of the community are trained in the ways of righteousness.

A large amount of welfare work is done among the operatives and their families. The hands are aware of the kindly interest of the management in their affairs and they feel free to go to the office for friendly advice or monetary aid when the occasion demands.

Numerous clubs have been organized in the community for the betterment of the mill people. Sports of all kinds are encouraged by the management. There is an enthusiastic lot of baseball fans who root diligently for their splendid team. Basket ball and tennis are both of prime interest in their season. All of these things have the hearty endorsement of the management.Nor must the Boy Scout Troop be forgotten. This troop is the pride of the village. The boys are manly little fellows and there can be no doubt of their influence in the community.

Because of the great care exercised and the instruction that has been given in matters of hygiene the health of the village is excellent.

The operatives of the Gibson Manufacturing Company are fortunate in being able to enjoy all the various kinds of entertainments, both intellectual and otherwise that are offered other citizens of Concord. This situation affords a number of pleasures and advantages not to be found in a strictly mill community quite removed from town.

The success of the Gibson Manufacturing Company is largely due to the splendid type of operatives employed as well as the democratic ideas which Mr. Barnhardt has put into effect in his dealings with his people. He has been careful in the selection of the heads of his departments in the mills, being sure that the overseers and bosses posses the same warm sympathy for their operatives and used the same tactful management of them as he himself exerts over the entire plant.

There is not much changing going on at these mills the operatives are satisfied with the good wages paid them and are not inclined to move.

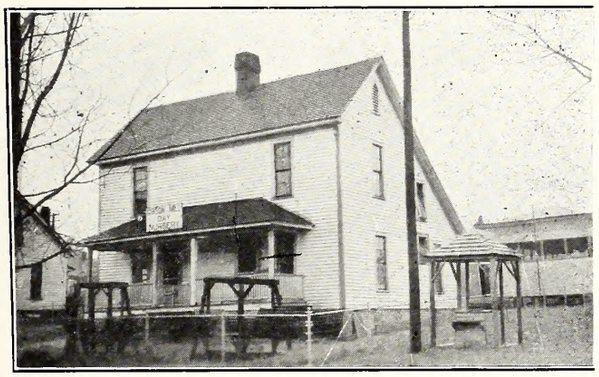
When the first mills were built in the South they were equipped only for making the coarsest grades of yarns and cloths. Labor was unskilled and the equipment was far from the present day type of machinery. Due to this fact it was generally said that Southern mills would never be able to produce anything except the coarser lines of unfinished goods and that the mills of New England would always enjoy a monoply on the production of the better grades of cloths, especially in colored goods. As cotton manufacturing began to develop more rapidly in the South the skill of the operatives and the efficiency of the superintendents and overseers increased and the mills began to go into the manufacture of a much wider variety of goods The installation of dyeing and finishing equipment became more general and the products of Southern mills began to attract much more favorable comment in the market.

During the past five years several Southern mills have demonstrated that they can make as fine a product as the mills of New England. Today a very wide range of yarns and fabrics are made in the South and their quality has brought realization that Southern mills can compete successfully in the manufacture of any kind of goods that are produced in this country.

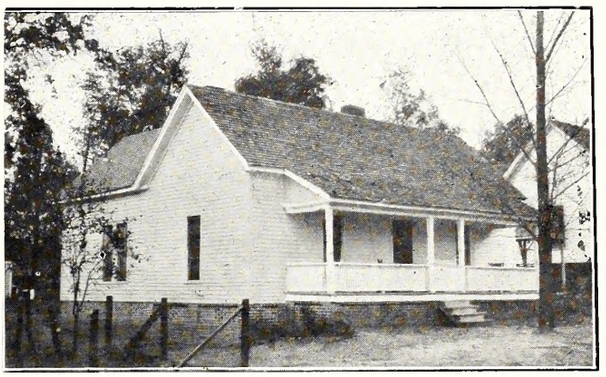
The Gibson Manufacturing Company of Concord, was among the first mills in the South to build up a reputation for producing colored goods of real quality. At present, they are turning out a wide range of colored fabrics and novelty lines.

The splendid reputation that the ginghams, zephyrs and madras produced at the Gibson Manufacturing Company enjoy in the cotton goods markets is a striking testimonial to the skill and efficiency of the entire Gibson organization. The quality of the products reflects the workmanship that goes into the goods.

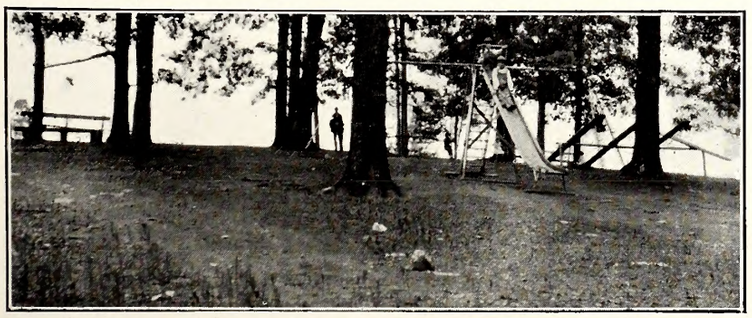
Concord is one of the best widely known cotton manufacturing towns in the South. It is the home of several mills that have won a national reputation and enjoys the distinction of having its goods shipped to all parts of the world. The Gibson Manufacturing Company has played a very important part in putting Concord on the map as one of the most important textile centers in the South.



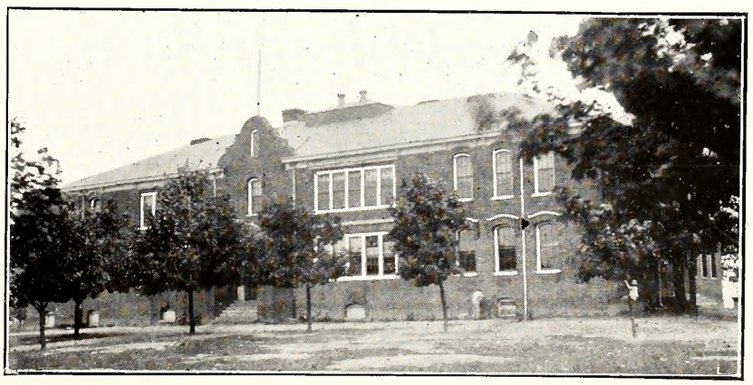
DAY NURSERY, GIBSON MANUFACTURING COMPANY



BUNGALOW AT GIBSON MANUFACTURING COMPANY.

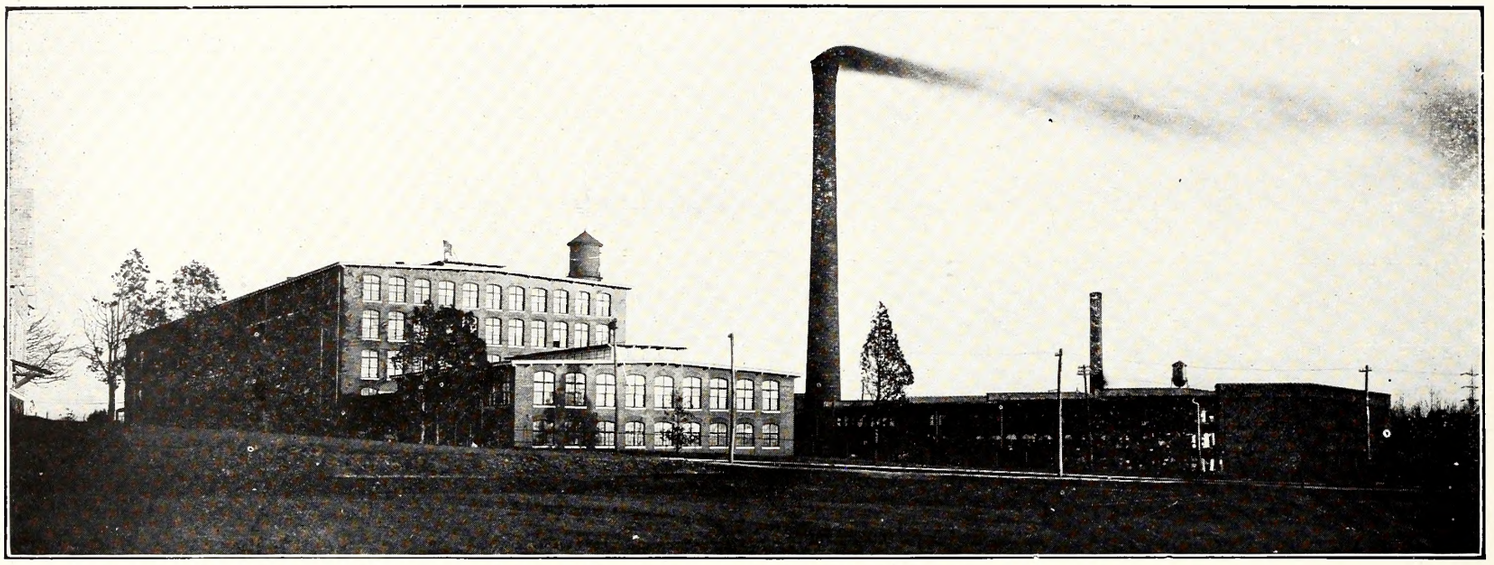


PLAYGROUND AT GIBSON MANUFACTURING COMPANY.



SCHOOL THAT GIBSON CHILDREN ATTEND.

Victor-Monaghan Company



MONAGHAN PLANT, VICTOR-MONAGHAN MILLS, GREENVILLE, S. C.

The Victor-Monaghan Company recently sold three of its eight mills to New England mill men, but its five remaining mills have 183,336 spindles and 5,291 looms which manufacture a wide variety of cloths including fine sheetings, quilts, and pillow tucking.

The largest mill is the Monaghan plant located at Greenville which is the headquarters for the company. The other mills are the Apalache plant at Arlington, S. C. the Walhalla plant at Walhalla and the Victor and Greer plants at Greer, S. C.

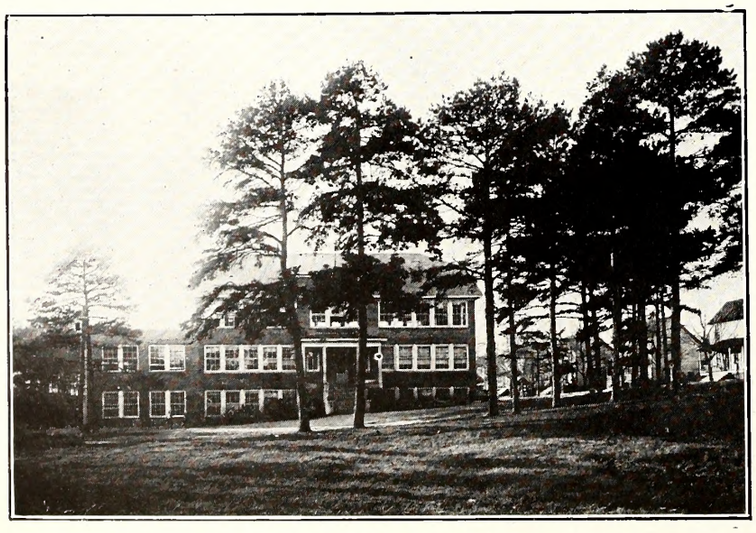
The combined number of persons employed in these mills amounts to 3,500, while the total combined population of their mill villages is 10,000 W. E. Beattie, who had been president retired from active work in May, 1923 and to T. M. Marchant succeeded him as the active head of the company. Associated with him, and in perfect accord with his ideas for the betterment and advancement of his great army of workers, is A. H. Cottingham, general manager. Of course, all these mills have their own superintendents, heads of departments, etc., and they have all been very carefully picked not only with reference to their knowledge of the textile business, but with due consideration for the welfare of their employees.

Mr. Marchant appreciates that in order to secure the best results from his mills his operatives must be healthy, happy and contented. It was because of this knowledge by former presidents that the Victor-Monaghan Company was among the very first cotton mill organizations to take up the welfare work among its operatives to any extent. The result of their experiments along this line were so satisfactory that they are reaching out more and more each year and vast sums are being expended for the advancement of their operatives.

Each mill has its own village, carefully planned and beautifully laid out on the most attractive site near the mills. The streets and pavements are improved just as rapidly as conditions will warrant, civic pride is instilled into the occupants of the village and they are careful to keep the streets neat and clean. Trees are planted and flowers are grown. The cottages built by the mills are invariably neat and comfortable, with all conveniences to be had at each particular mill. All the villages are lighted by electricity and each has its system of water works. Around each cottage there is always space for flowers and a good garden, and in many cases there are chickens. The mill families are taught to keep their homes in a sanitary manner.A regularly employed man has for years given his entire attention to the direction of social and community welfare work in the villages. At each mill there is a capable person who carries out the welfare director's ideas and the result is most gratifying. The people are encouraged to lead clean, moral lives and nowhere is there a higher standard of morality maintained than in the villages of the Victor-Monaghan Mills.

A large majority of these people come from the nearby country about the mills, unskilled in the beginning, but industrious and anxious to learn. The company is very kind and tactful in their dealings with such people and help them to advance in every way possible. Few of them could be persuaded to return to their former conditions of living on rented farms, in houses with no conveniences whatever, where they toiled from sun to sun and at the end of the year it took all they made to pay for their rations that had been used during the making of their crops. Living in the mill villages they not only have comfortable homes with conveniences they never hoped to have, but they have ready money all the time and are able to put some in the savings bank for their old age or against a time of illness.

These people are making rapid strides, too, in the matter of education. Every one of the Victor-Monaghan Mill communities has its own handsome schoolhouse, built by the mills; twenty-eight teachers are employed in these various schools; they are paid partly by the

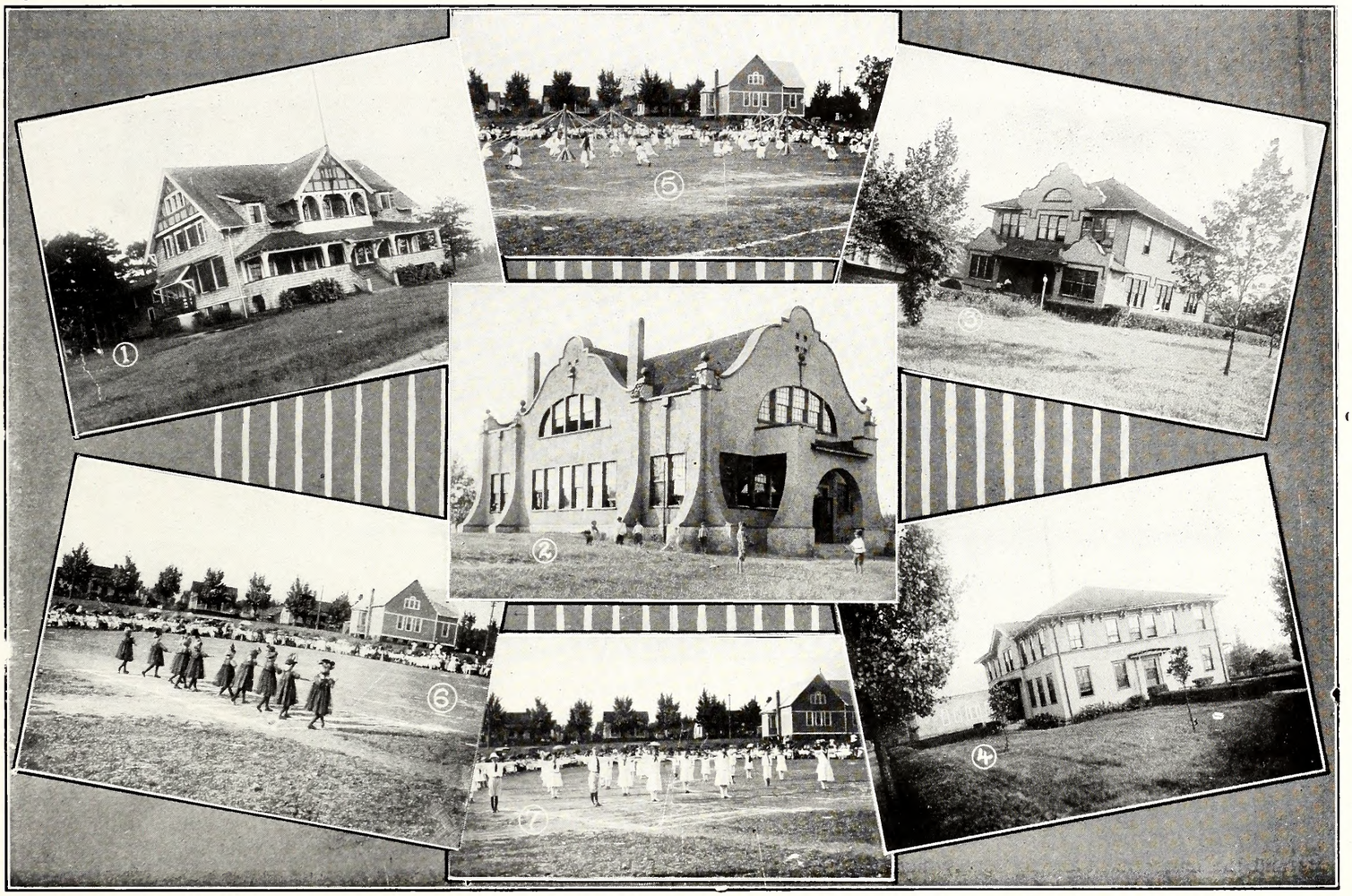


SCHOOL AT MONAGHAN MILLS.



MOTHER'S CLUB AT MONAGHAN MILLS.

Victor-Monaghan Company



(1) MONAGHAN Y. M. C. A.; (2) VICTOR SCHOOL; (3) V ICTOR Y. M. C. A.; (5), (6) AND (7) MAY DAY SCENES.

state and county funds and the remainder by the mill company. Think of 1,000 children in these communities who are being educated and trained into better citizens. There are night schools, too, where ambitious older persons who were deprived of opportunities in their youth, may study and increase their knowledge.

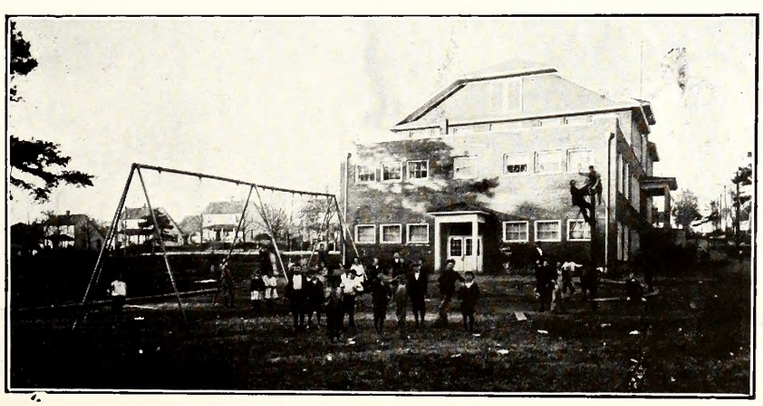
There are beautiful churches, seven in number, that take care of the religious side of life in the villages; good Sunday Schools are doing a great deal of good in training the little children of the communities in the way of righteousness. The mill people are very proud of their churches and many are actively engaged in religious work.

These mill communities have their libraries which contribute to the pleasure and advancement of the people. Current mazazines keep them informed of the topics of the day, and many of them are quite well posted.

Now, listen to this: There are five Y. M. C. A.'s that means one for each mill village, and mention of the Y. M. C. A. brings to mind improvement both mentally and physically. And don't get the idea that everything is done for the men alone, for what would be the use of men progressing alone? They can't make homes and rear children; women must do these important things of life, and in these mill villages the women is some instances have their Y. W. C. A.'s, too, but if not, they have their various clubs where they meet not only for pleasure, but to discuss matters most important, such as domestic science, the rearing of their families, sanitary methods best suited to the home life, how to make their clothes as well as hats.

Music, it is stated, is a specialty among the mill operatives. They have their musical organizations, brass bands, choruses and orchestras, in which they take great pride and from which they derive much pleasure.

Most of the villages have parks and playgrounds which are a source of pleasure and amusement. Much attention has been given to fitting up playgrounds with various sorts of play equipment for the little ones of the communities, for the management appreciates what good health means to children. There are day nurseries in some of the villages that are large enough to warrant them, where mothers leave their little ones and go about their duties with the knowledge that they are being well taken care of.



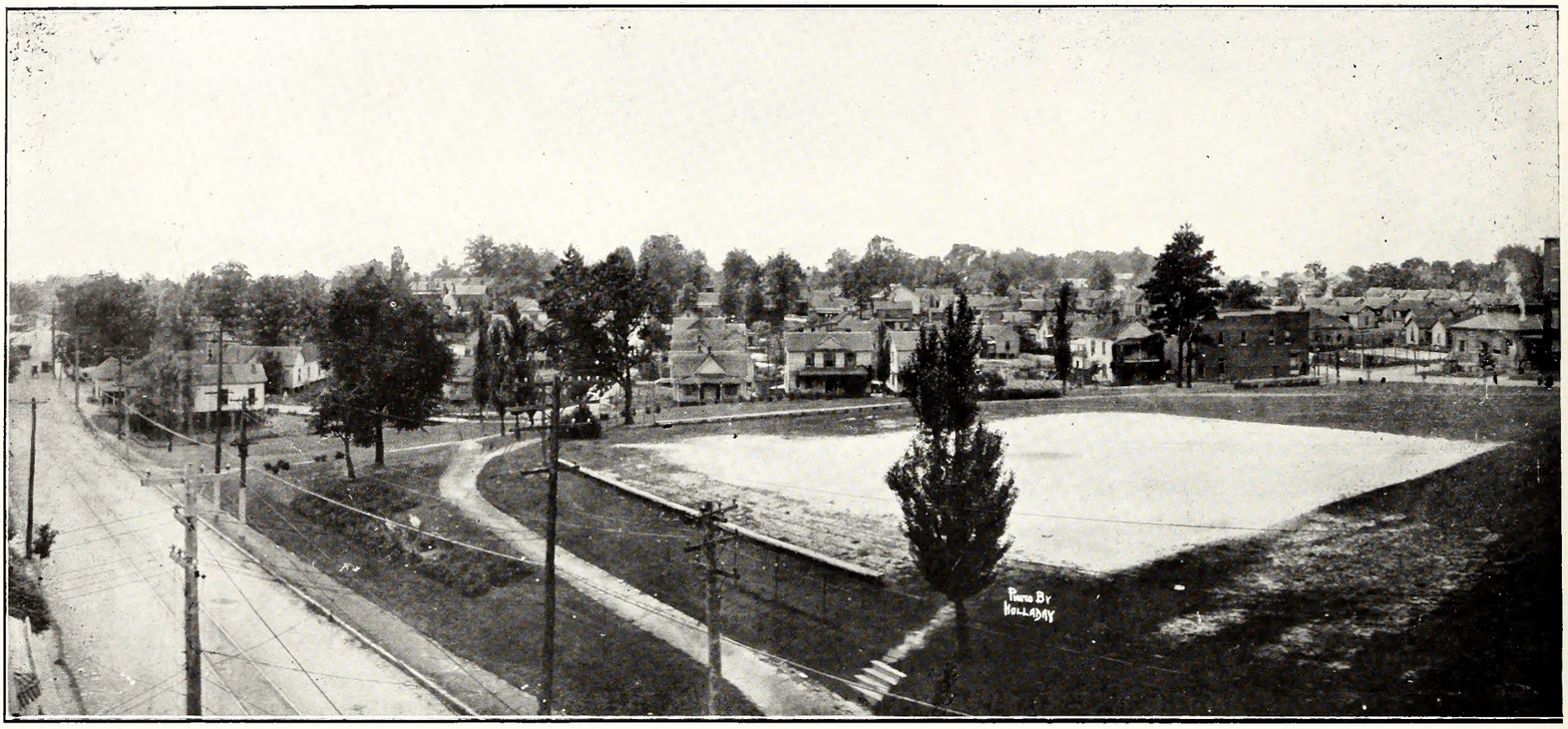
PLAY GROUNDS AT MONAGHAN MILLS.

The management has seen to it that all employes are insured, this insurance being carried by the company.

There is no class of industries in the South that is doing more for its people than the cotton mills. The mill operatives as a whole are not discontented, and if left to themselves they would be able to settle all problems that arise in the mills in an amicable manner. They realize that the managers are always ready to discuss matters with them and are glad to adjust any differences or disputes in a peaceable way. More and more in the big cotton mills are the managers inclined to put their employees on a self-governing basis and to allow them a voice in affairs pertaining to the interest of both employer and employee. And it is only when a disturbing element from the outside comes to a mill community that trouble arises.

The officers of the Victor-Monaghan Mills are: T. M. Marchant, president and treasurer; H. Lindsay, secretary and vice president, and A. H. Cottingham, general manager. From the beginning the Victor-Monaghan mills have prospered and grown, their output is known throughout the entire country and a very high reputation has been gained.

Durham Hosiery Mills



MILLS OF DURHAM HOSIERY

The United States manufactures more hosiery than any other country in the world. The Southern States have greatly expanded their hosiery industry within recent years, the business having shown a steady growth both in the erection of new plants and the enlargement of existing ones. North Carolina leads all other Southern States in the production of hosiery and also has the honor of having the largest hosiery mills in the Country. At Durham the Durham Hosiery Mills leads the country in production of hosiery and is one of the best known hosiery concerns in the world. At present the mills have 75,000 spindles producing yarn for 4,300 knitting machines.

A visit to these great mills is a perfect revelation to one not wise in the art of making hosiery, and one is truly amazed at the splendid conditions under which the operatives labor, and the fine intelligent class of people who are so interested in their work. This is especially true, if one has been prejudiced against cotton mills by the literature that has been so freely circulated by those cunning politicians who tell us of the unhealthy conditions that exist in and around cotton factories, and of how pale and puny, the poor down trodden operatives are so poor and unskilled with no chance to rise above the common level of his kind.

This splendid business was founded about twenty years ago, by that well known statesman and captain of industry, Gen. Julian C. Carr. For General Carr to take an interest in a business is for that business to thrive and grow prosperous. The company now has a capital stock of about three million dollars invested in its various mills which are located at Durham, Mebane, Carborro, High Point and Goldsboro. C. McD. Carr is president of the company; A. H. Carr, treasurer, and W. F. Carr is secretary; in fact, it is a family business. The Carrs are a fine lot of gentlemen, natives of North Carolina, broadminded and energetic, and their untiring efforts have made these mills an industrial factor in the State. The State as a whole is proud of these gentlemen, and of the splendid work they are doing in uplifting and advancing a class of persons who are intelligent and apt, and anxious to become better citizens.

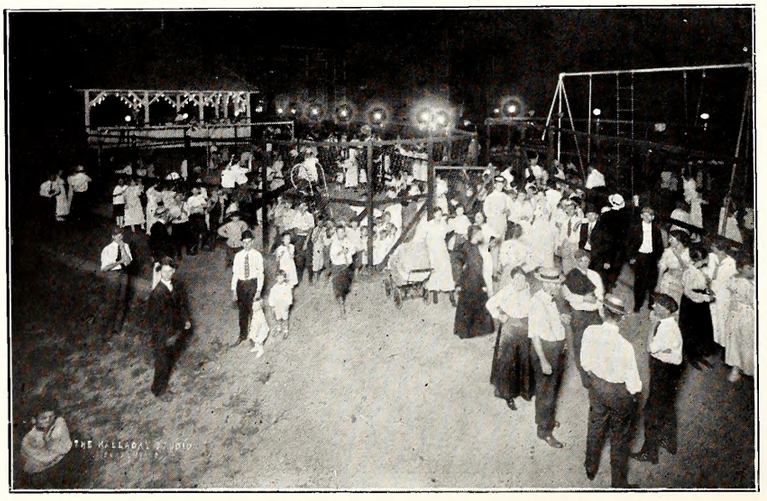
Nowhere in the country is there to be found a better example of what the cotton manufacturer is doing in the way of welfare and community work for the benefit of their operatives. The mills, themselves, are equipped with the most modern appliances for perfecting hosiery; and textile machinery has reached such a high state of perfection that it is doubtful if any very radical changes will be enacted in the near future.

The mills are a veritable wall of windows, admitting plenty of light and air; they are equipped with an automatic cooling system, as well as electric fans in some departments. A large force of cleaners is required to keep the mills in such a spotless condition. Every sanitary precaution is taken to insure the health of the operatives.

Much is done to enhance the beauty of the mills by the splendidly kept grounds that surround them. There are well kept lawns with bright flowers and attractive clumps of shrubbery. The people respond readily to influences and environments and the beautifully kept mills with their attractive grounds are a great incentive and factor in their lives. They dress more neatly and are more careful of their personal appearance. Their homes are better kept, and they do better work.

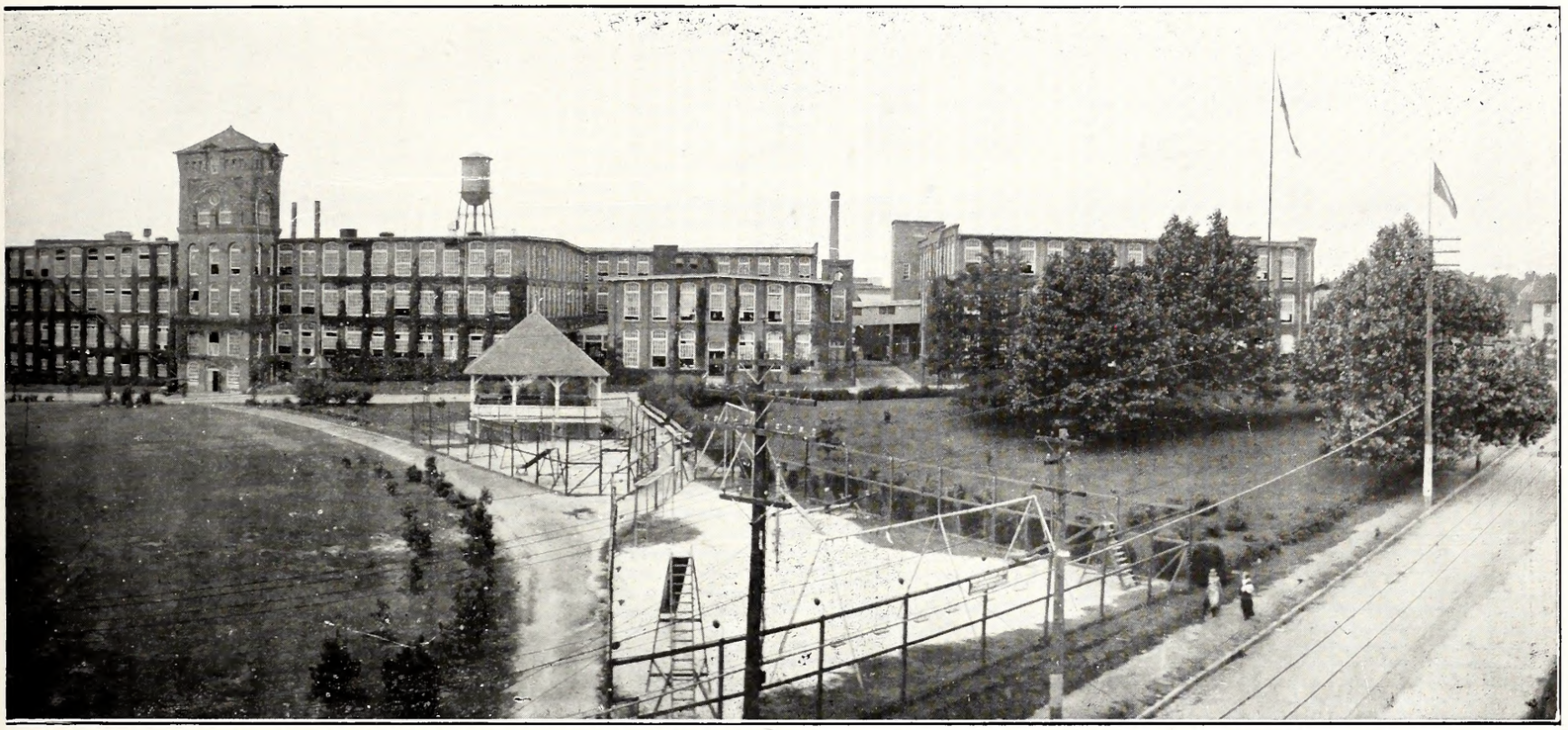
The cottages occupied by the operatives are modern bungalow style, with all city conveniences. The rental is very small. Each cottage is provided with a nice front yard, where lovers of flowers may indulge their fancies, and ample garden space furnishes plenty of fresh vegetables to the mill families. The management does all that is possible to help the operatives to reduce living expenses, and the furnishing of fuel at cost means a big saving.

The operatives employed in hosiery mills all over the country are found to be of a higher type than those working in many industries. Many of them are well educated, refined and cultured. It is natural that such a class of people would appreciate the splendid school facilities to be found in Durham. Fortunately for them, one of the large graded city schols is right at the mills. And it is here that the children of the operatives of the Durham Hosiery Mills are educated, many of them going into the the high school and on even to the University of North Carolina, which is located only a few miles away and Trinity College, located in Durham. Some of these children take advantage of the special courses taught in this school, such as domestic science and sewing, and it is easy to see why these children grow up



NIGHT SCENE AT DURHAM HOSIERY MILLS PLAYGROUND

Durham Hosiery Mills



MILLS COMPANY AT DURHAM, N. C.

into useful men and women, entering all walks of life and becoming citizens to which the management can point with pride, having been very instrumental in their success. There is a large night school where those employed in the mills may receive the knowledge for which they crave, even though it may be rather late in life.

A word must be said as to the output of these mills. The best grade of raw cotton is bought by the company and converted into hosiery, all of the various processes, such as spinning of the yarns, dyeing and knitting is done in the mills, and the finished product is sent out neatly packed in boxes. The Durham hosiery is well and favorably known throughout the country, and the mills cannot meet the demand for their goods.

These mills were the first mills in the South to begin the manufacture of silk and artificial silk hosiery. They were also the first to begin the manufacture of full fashioned silk hosiery and now they have the most modern manufacturing plant in the South for the manufacture of nothing but full fashioned Japan silk hosiery. The operatives on this class of work are native North Carolinians—in fact, 90 per cent of them came from Durham and the immediate vicinity. When these full fashioned machines were first installed a number of old skilled operatives of the Durham Hosiery Mills was sent to Pennsylvania to learn how to operate these machines. They returned to Durham, helped erect these machines, and now have actual charge of their operation.

Readers of the best current magazines of the day are familiar with the brands of this concern. Who has not heard of "Durable Durham Hosiery?" "Made strongest where they wear the hardest."

Probably it is the most popular brand, but there are a great many others, such as "Juliana," "Big Sister," Rover" and "Alpine" and "Bo-Peep," and "Penelope," the new Japan silk full fashioned stocking.

The social and welfare of the mill villages in Durham, Carrborro, Goldsboro, Mebane and High Point, is directly under the managers of these individual plants. At those mills where playgrounds are located, a playground director, has charge of the beautiful playground with its many sources of amusement and entertainment for the little ones of the village. The children delight in this park, when myriads of electric lights make it bright and cheerful. Then, there is also a large cleaning force. They realize how essential cleanliness is to health and happiness, and insists that the mills and the entire neighborhood be kept very clean. They hope to include a recreation room, in addition to the rest room, at the mills, as well as shower baths for both men and women operatives.

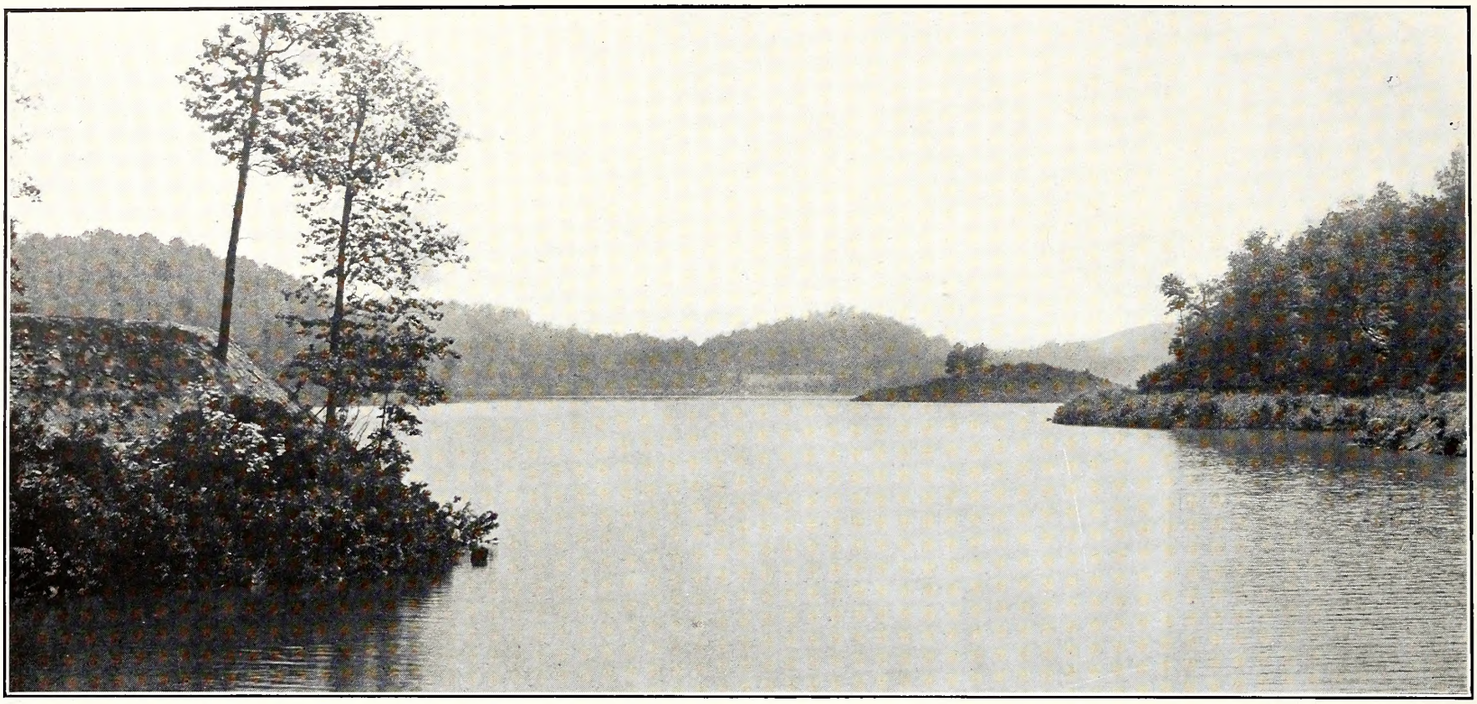
For the young people of the mills there is a fine baseball park, tennis courts and other amusements.





NIGHT SCENE AT PLAYGROUND OF DURHAM HOSIERY MILLS, DUR HAM, N. C.

Green River Manufacturing Company



LAKE AT GREEN RIVER MANUFACTURING COMPANY, TUXEDO, N. C.

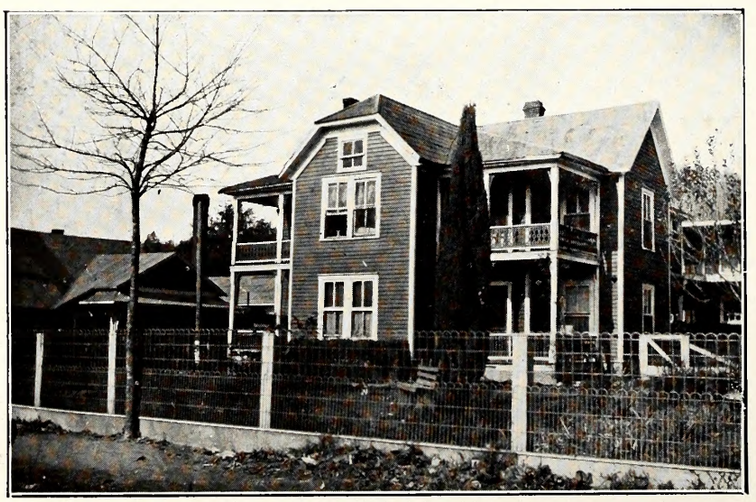
In the "Sapphire Country" as the beautiful mountain section in Henderson county, N. C., J. O. Bell and some associates founded the Green River Manufacturing company at Tuxedo. Tuxedo is on the Southern Railway, way up in the mountains of this state, which are so famous for their wonderful beauty. It has, of course, the mountain climate which is so conducive to good health mountain water, pure and cold, and being on the Southern Railway, the shipping facilities are of the best. Mr. Bell was quick to realize the advantage of such a situation, and in a short time, he and other men associated with him, turned the hills and timberlands which they had chosen for their site, into a hustling industrial village. They capitalized their plant at $100,000, installed 8,000 spindles and operated the plant by means of water and electric power. The output of the Green River Manufacturing Company is combed yarns, 60s to 80s. These yarns are of such superior quality that there is a great demand for them all over this country, and they have made a fine name for themselves. The company has spared no expense to make this plant all that it should be and they have certainly succeeded in this enterprise. They have bettered conditions among their employes from time to time. Most of the operatives come from the mountains surrounding Tuxedo poverty stricken people and uneducated when they first presented themselves at the mill for employment. These people have some of the best blood in America in their veins, but simply had never had any opportunity presented them to better themselves. They are quick to learn and intelligent, and soon become skillful in the operation of the mill machinery, and thus make good wages. They become very much interested in their work and do their very best every day to make their work all it should be. Mr. Bell stays on the job and makes it his business to be personally acquainted with his operatives and to make them personal friends of his. He is a man of splendid character and a great deal of tact and good common sense. All his operatives like him as he is always doing things that give them pleasure.

The landscape in which the mill workers make their homes, is as might be expected, an unusually pretty one, being in a section of such great natural beauty. Mr. Bell himself planned this village, and it contains houses of the bungalow type of architecture that is so popular nowadays. These bungalows are the last word in beauty and comfort, and are located on a gentle sloping hillside, affording splendid drainage. The homes of the village are electrically lighted, and the streets are also lighted by electricity. Each house has water and the most approved sanitary toilets have been installed in the village homes. Each house has a yard large enough for the cultivation of flowers and vegetables, and the owners of the houses do all in their power to encourage gardening and farming among their operatives. Many of the houses are ornamented by thick vines which add much to their beauty. The operatives have discovered that they can save a great deal by raising and canning their own vegetables and a canning club is a regular feature of village life.

A play ground and park have both been built for the pleasure of

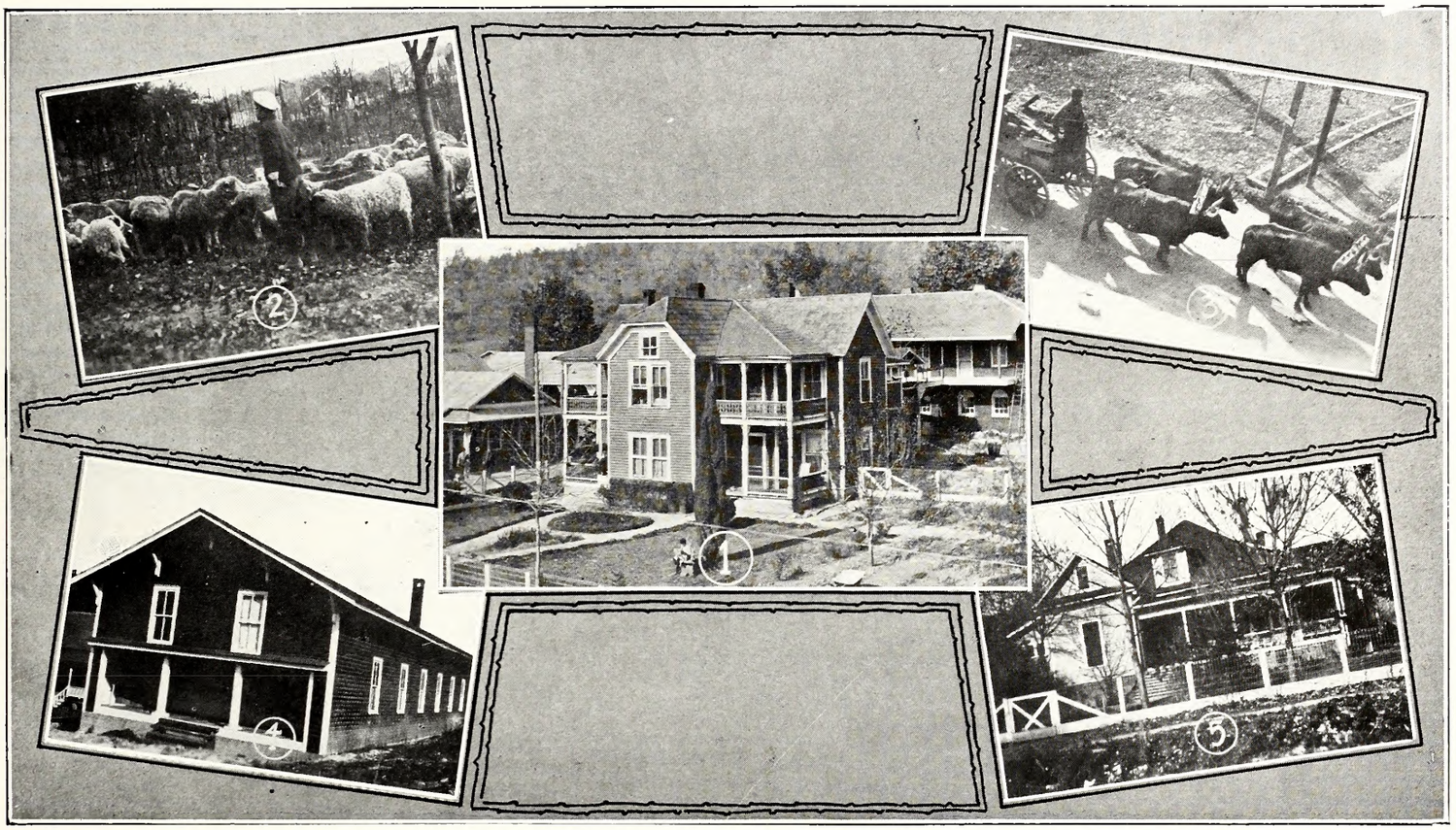


EMPLOYEES AT GREEN RIVER MANUFACTURING COMPANY.



BOARDING HALL

Green River Manufacturing Company



(1) BOARDING HALL AND OFFICE; (2) GREEN RIVER SHEEP; (3) RAPID TRANSIT; (4) MOTION PICTURE HALL; (5) COTTAGE.

the mill operatives, and the children of the village use these a great deal. The park is the scene of many social gatherings during the summer months, and is pretty and well designed.

A modern brick school building has been erected by the mill at great expense, and this building has been equipped with all modern contrivances, and no more fully equipped school building could be found anywhere. Three teachers are in charge here, and they are paid by the mill and the county jointly. The enrollment of the school is 150, and the mill children make fine quick pupils, eager and quick to learn. They know that the leaders of tomorrow are the earnest students of today, and they work hard to lead their classes. They are most regular in attendance, and are as diligent students as any group of children anywhere. The mill management takes the greatest interest in the children of the community, and keeps a careful eye on the young men who promise to develop into textile leaders of the future.

The village contains one church—a Baptist one, and this church has a Sunday School with it. Tht members support it most wilingly, and there is a large attendance at every service. Much interest is taken in church work by the mill people and the religious atmosphere of the village is a fine one. A most important factor is the library where the people have placed at their disposal all the best literature of the day, and current papers that enable them to keep well informed as to what is going on in the world today. The mill people are most anxious to be well informed and spend many hours in the library.

The mill employs a trained nurse and a fine physician to look after the health of the villagers. The nurse has also played the part of village welfare worker, and has gone around a great deal among the mill families, teaching them hygiene and tactfully correcting what mistakes they make in respect to health in their homes.

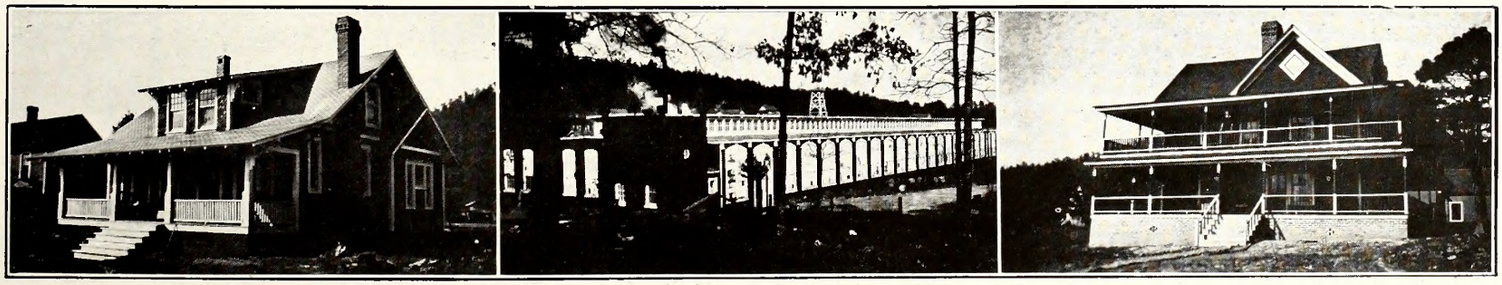
The village has one policeman, who, however, leads an idle life as there is never any trouble whatever among the inhabitants of the village. All is peace and good will, and the spirit of harmony is unbroken by fights, strikes or any disturbances.

The employes of the Green River Manufacturing Company receive reasonably high wages, and many of them are saving money. Eight per cent of the operatives own their own homes, and take great pride in this fact. There are 105 homes in the village, and 500 people.

The mill buildings are of standard mill construction, of brick, and equipped with the best of everything in the way of mill machines. They are well heated, lighted and ventilated, and all safety devices for the safety of the operatives have been installed.

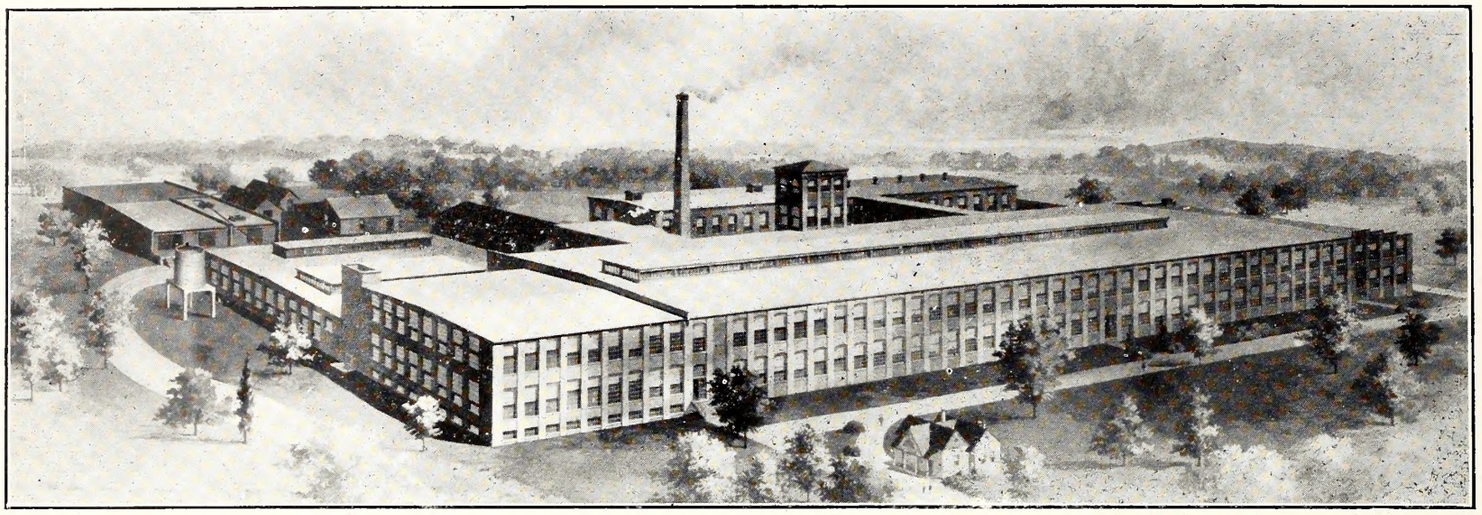
The Green River Manufacturing Company has as its officers: S. B. Tanner of Rutherfordton, N. C., president; J. A. Bell, secretary, treasurer and general manager; H. O. Erwin as superintendent. Mr. Bell is the highest type of business man of today—full of determination and pep. Mr. Tanner, the president, is so well known that he needs no introduction to anyone. Suffice it to say that he is president of the great Tanner chain of mills, and is one of the most popular men in the textile industry today.

The people are very thrifty and progressive. They have a community fair, showing the various resources of the village; winter garden produce, canned goods, jellies, pickles, dairy products, home grown meats, etc., fancy work, dresses, suits, hats, made over garments and flowers. Prizes are given each year on gardening, yards and home making. This arouses a spirit of rivalry among the families and many fine



RESIDENCE BACK VIEW OF MILL BOARDING HALL.

Caraleigh Mills Company



CARALEIGH MILLS, RALEIGH, N. C.

A very smooth working organization where there is no friction whatever between employers and employees is to be found at the pretty mill settlement and the big mills of the Caraleigh Mills Company, located a mile south of Raleigh, N. C.

Innumerable advantages are offered the operatives in the mere location of the plant so near the Capital City of the great state of North Carolina. While they live in the village at the mill and thereby keep down-living expenses there are street cars and bus lines operating between village and city that enable them to take advantage of the many opportunities offered in the way of amusements, churches, libraries and educational facilities.

About two hundred and fifty people are employed at the Caraleigh Mills Company and they, with their families live in the attractive mill village which has a population of eight hundred and fifty inhabitants. The village has been carefully planned and built. Streets are graded, sidewalks and pavements kept in good condition, shade trees, shrubbery and flowers planted, thus enhancing the beauty of the place.

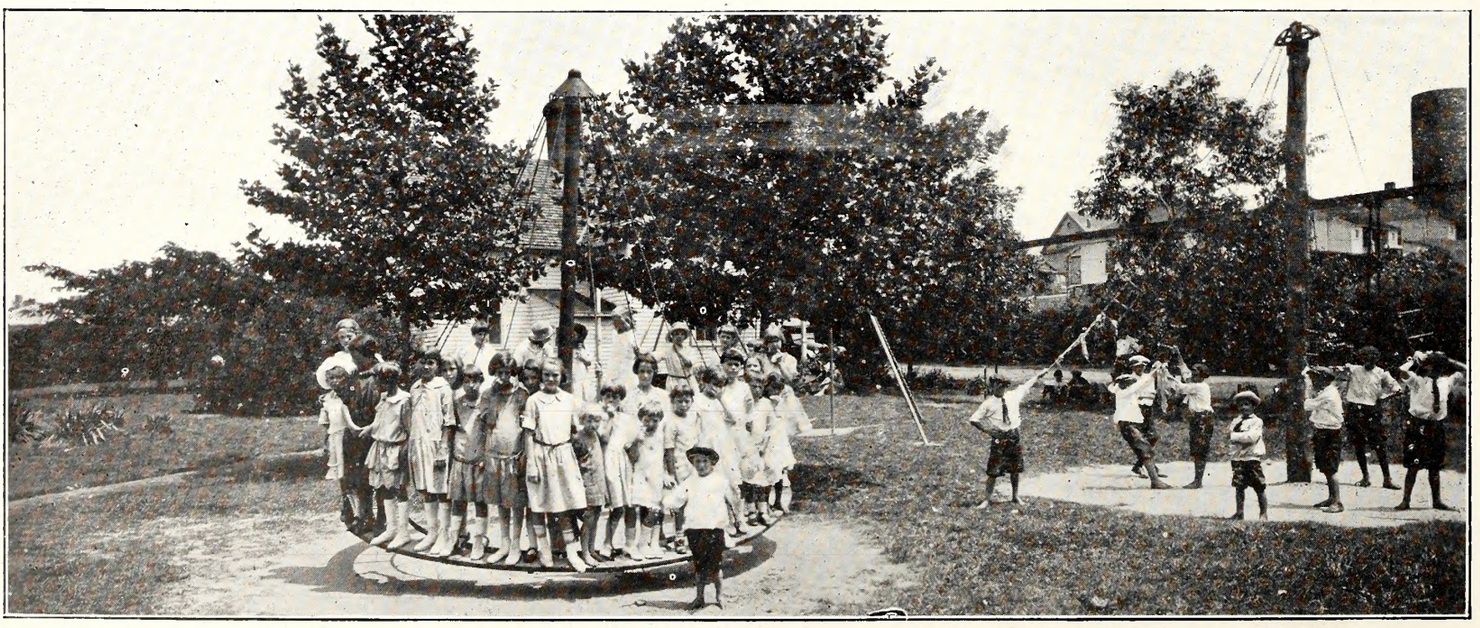
The company has built one hundred and seventy homes of from three to eight rooms each. Besides these there are boarding houses and places for those operatives who are unmarried. These cottages are kept in good repair, neat and convenient, They are lighted by electricity, water is supplied from deep wells, and all have septic toilets thus preventing any menace to the public health of the village. Each cottage has its nice large front yard for raising flowers and vines, and ample space in the rear for a good garden. The people take a pride in their homes and try to make them as attractive as possible by keeping them neat and clean and the planting of many flowers and vines.

A well organized line of community welfare work is carried on at Caraleigh Mills under the direction of an authority and expert in her line. Miss Roberta Spiers is the capable young woman in charge of this department. Through her tact and kindness marvelous results have been seen in the improvement of the people as well as their home life. She has carefully taught mothers the care of their children as well as how to make their homes more pleasant, prepare better food and to do lots of other little things known to the housewife in the ordinary walks of life but which these people have been too busy to learn. Miss Spier is constantly busy planing improvements and helps for the people, as being the head of all kinds of movements for the pleasure of the community.

A community house, or hall, built by the mills, is the center of social activities, as well as public meetings, lodges, and various organizations. There are clubs for girls, women, and a story hour club for the children. A troop of Boy Scouts is a source of education and pleasure for the youth of the village.

Educational facilities are excellent. A good school building in the village built conjointly by mills and township takes care of the primary grades, this being under the supervision and direction of the Raleigh Public School system. After the children leave these grades they enter the higher schools of Raleigh. There is also a night school a part of the year for general and textile education.

The Caraleigh Mills company has a capital stock of $435,000.00 and the executives are: J. R. Chamberlain, president; E. C. Smith, vice-president; W. D. Briggs, secretary and treasurer; L. R. Gilbert, superintendent. These gentlemen, as one would naturally conclude from the facts above, are men of fine executive ability, keen business judgment and very humane ideas in their dealings with their help. Under their management the mills have been most prosperous, continually growing and expanding.



PLAY GROUND SCENE AT CARALEIGH MILLS.

Caraleigh Mills Company



JUNIOR GIRLS' CLUB AT CARALEIGH MILLS.

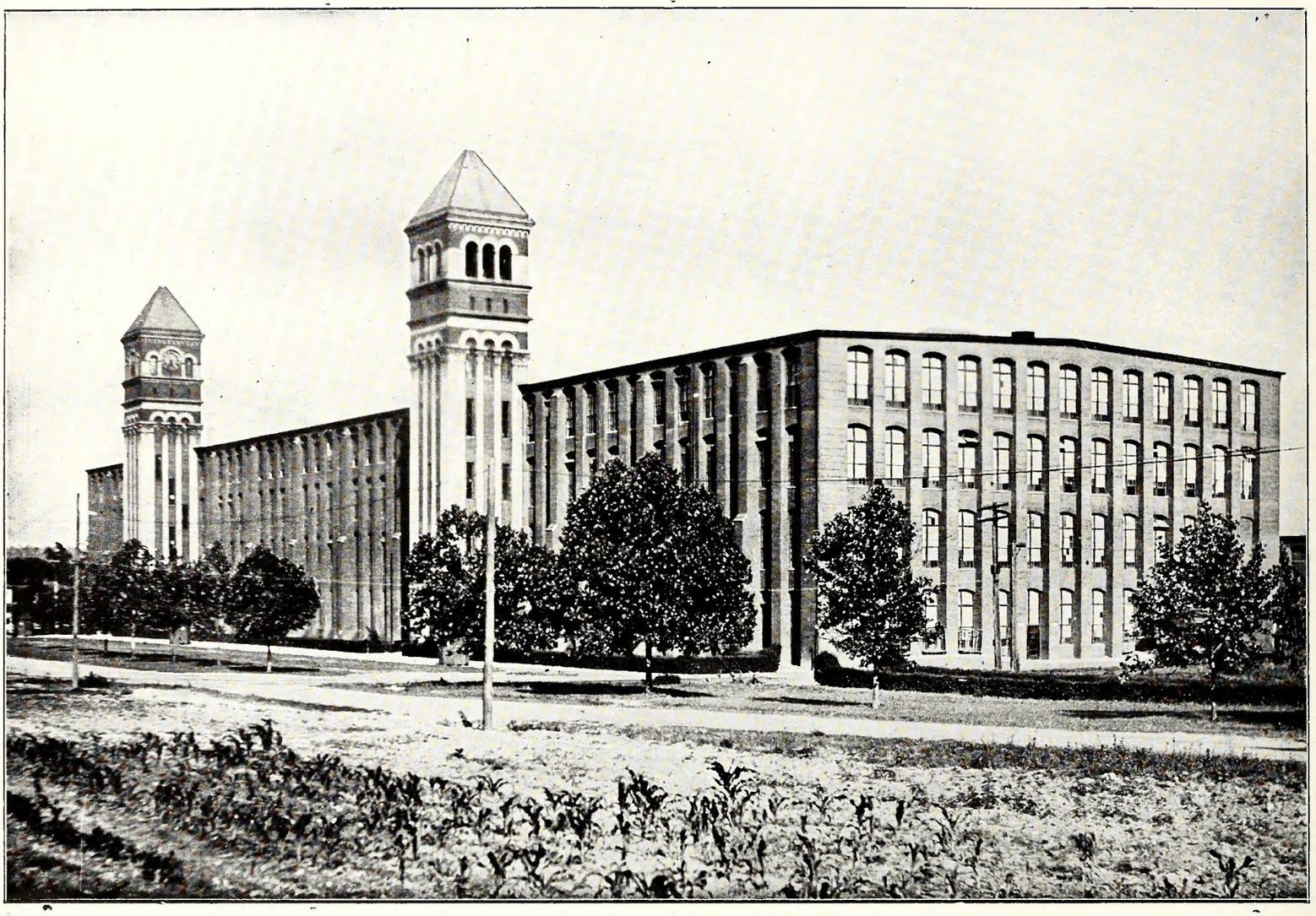


GIRLS' CLUB AT CARALEIGH MILLS.

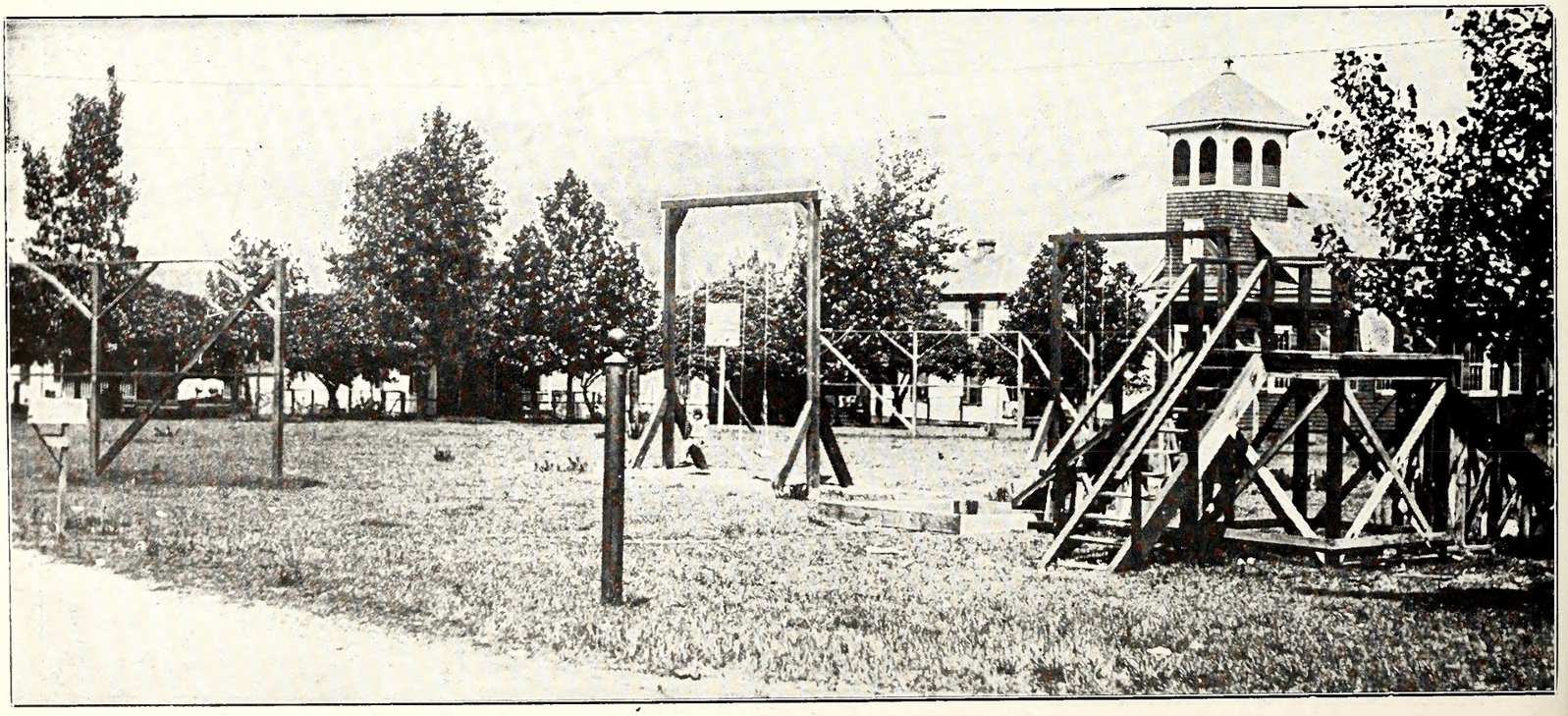


BOYS' STORY HOUR GROUP AT CARALEIGH MILLS.

Pacific Mills

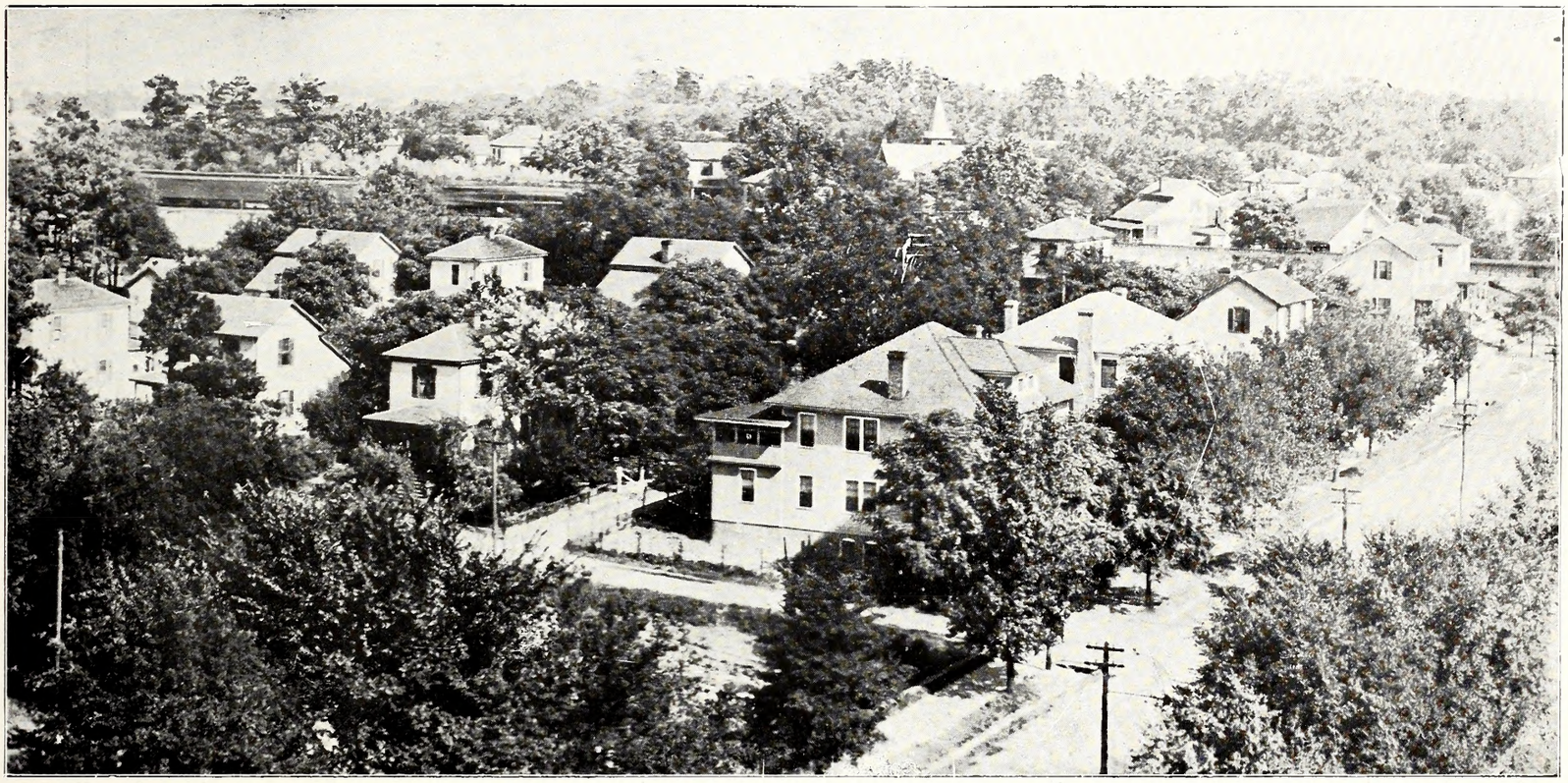


OLYMPIA MILL AT COLUMBIA, S. C., LARGEST OF THE HAMPTON GR OUP OF MILLS. W. P. HAMRICK IS AGENT.

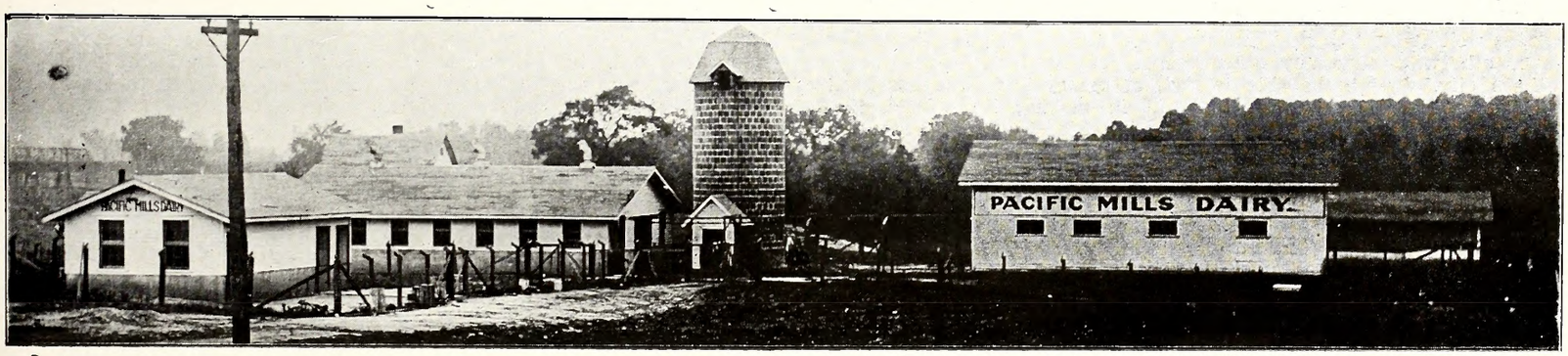


PLAYGROUND AT PACIFIC MILLS

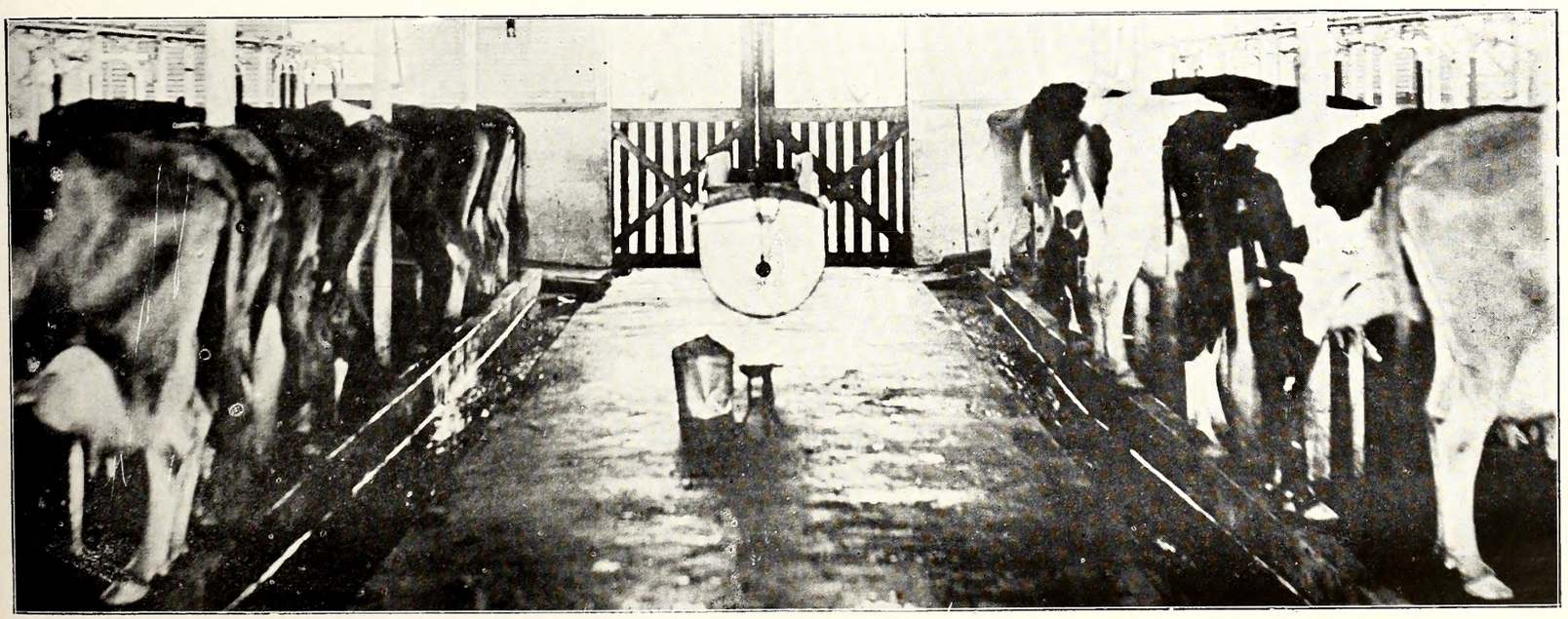
Pacific Mills



VIEW OF PART OF PACIFIC MILL VILLAGE.

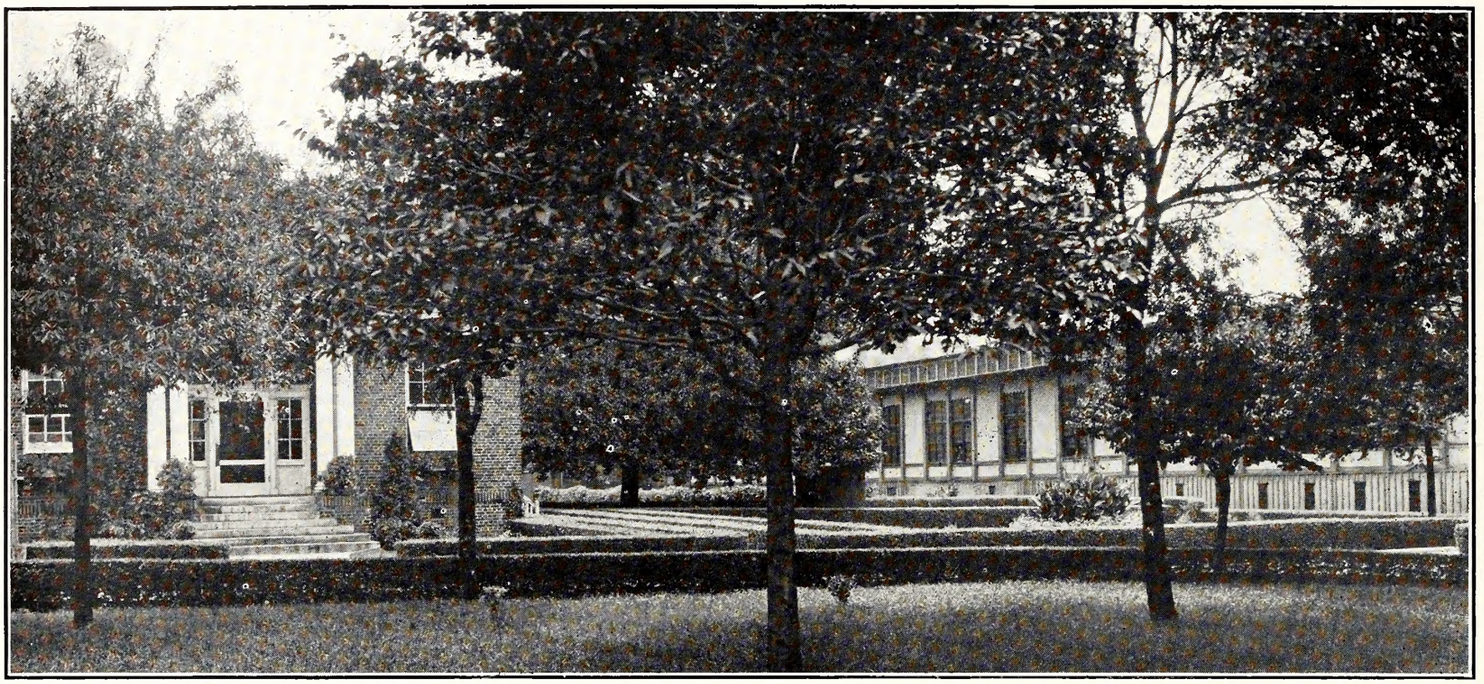


PACIFIC MILL DAIRY.



INTERIOR VIEW OF PACIFIC MILL DAIRY.

Exposition Cotton Mills



EXPOSITION COTTON MILLS, ATLANTA, GEORGIA.

These mills are located in the heart of the most cosmopolitan city of the entire south, Atlanta, Ga. This great city has a fine climate, a great many schools, and hospitals, as well as more amusements, free or otherwise, than any other Southern city. Just to be able to call Atlanta "home" is a joy in itself, for no matter what one's station in life, living conditions are so much cheaper than in a great many places in the South. There are so many advantages for both rich and poor; so many chances for self improvement and advancement, that even the most humble may find homes and amusements, living costs to fit in with his ideas and his pocket book.

Besides all these advantages afforded by the mere fact of the location of the Exposition Cotton Mills, a great many splendid inducements are afforded by the mills themselves.

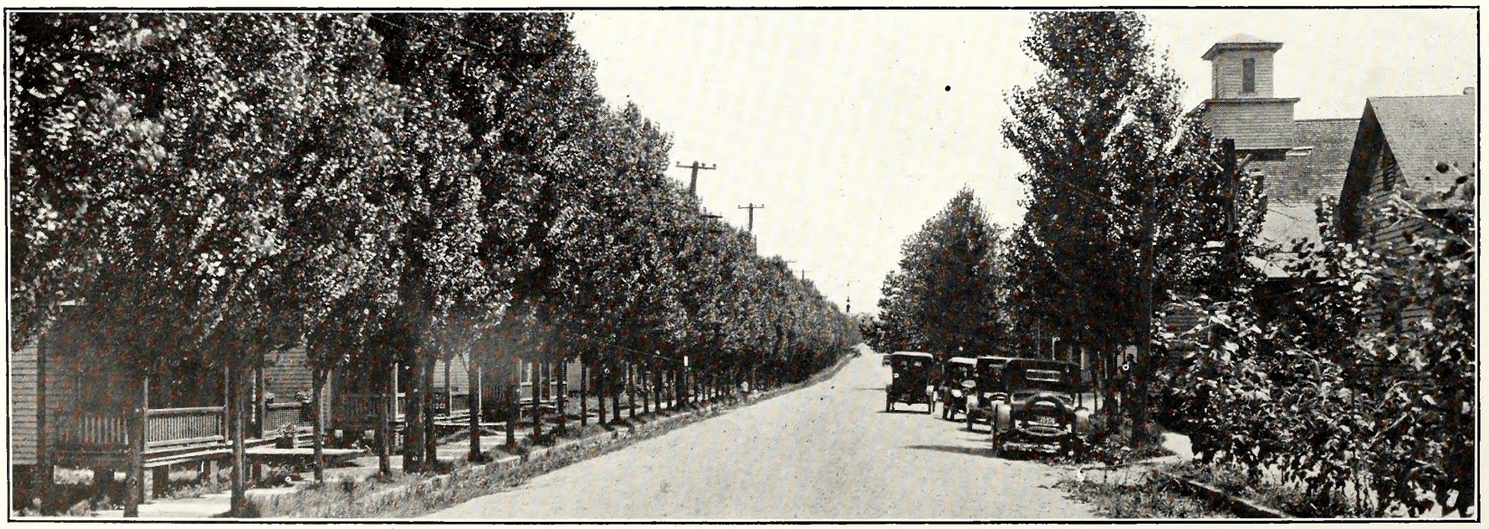
The mill village is served by three car lines making it accessible to all parts of the city. The village has been carefully planned and a great deal of money and time has been spent in making it an attractive place in which to live. The streets and sidewalks are well paved, shade trees have been planted everywhere. Both streets and homes are lighted with electricity. Every house is equipped with city sewerage, baths, screens etc., in fact all modern conveniences.

The Exposition Company has built three hundred and thirty frame cottages of from three to six rooms each for the use of their operatives. Besides these there are larger houses used for boarding houses for those who do not wish to keep house, or are unmarried. Each home has a small yard and a good sized plot for raising vegetables. There is also a nice large modern apartment house in the village. The cottages rent for the small sum of 50 cents per room per week, this of course includes lights, and water.

About twenty five operatives own their homes as it is cheaper to rent from the company than to have the up keep of their own property. The management sees to it that their village property is kept in perfect repair and makes the homes as convenient and comfortable as possible. The entire village is kept in a strictly clean and sanitary manner.

The village has a population of about 1,500 inhabitants. Some 800 operatives are employed by the mills. They are happy, contented people, sober and industrious, above the average class of industrial workers.

The advantages in the way of educational opportunities are unexcelled. A Day Nursery starts the little ones off in such a way as to instill in them the first principles of good citizenship. They are taught in connection with the home training, personal cleanliness, hygiene, courteous treatment of each other table manners, respect for those in charge, as well as respect for toys and furniture. All of this seems a good deal for babies to learn, but when one considers that a child learns more in the first seven years of its life than in all the rest put together, it is easy to realize the importance of the right kind of a foundation.



STREET SCENE AT EXPOSITION COTTON MILLS.

Exposition Cotton Mills



APARTMENT HOUSE AT EXPOSITION COTTON MILLS.

Next the kindergarten takes up the work of the Nursery and many more principles of honesty, uprightness, self control, and many other things that serve to raise them to a higher plane of citizenship, besides giving the little minds a chance to unfold and develop. After the kindergarten they enter the graded schools of the city. One grammar school is located in the village and four are nearby. Because of the fair start they got in the kindergarten they enter the graded schools without any embarrassment whatever and are the equal aptness and intelligence of the children from families of the ordinary citizens in other parts of the city.

Frequently boys and girls from the mill village homes go on through the high schools of the city, taking either a literary or a business, or a technical course.

The management is very proud indeed of those who are ambitious, and whether the come back into the mills to work themselves up to higher positions and better wages, or go out into the busines world they are followed by the warm interest and sympathy of the management.

Vocational training and night schools are available and are used advantageously by a large number of Exposition employees. Frequently when employees have come into the mills from other factories they realize the unusual opportunities offered for self improvement and are quick to take advantage of them.

Churches of all denominations are located near the village and a large number of the operatives are interested in the affairs of the churches. A branch of the Carnegie Library nearby offers reading matter to the operatives.

A free clinic is operated by the mills and there is a first aid room in connection with it. Dr Dearlso is the physician employed by the mills. A trained nurse is not employed because of regular visits from city nurses.

A pretty playground in the village is equipped and maintained by the company in the village; besides which there are a number of parks and play grounds, swimming pools, etc. in the city free to the public and easily reached by the mill people. Sports are encouraged and baseball, basket ball and tennis are popular; a pennant winning baseball team is the pride of the community.

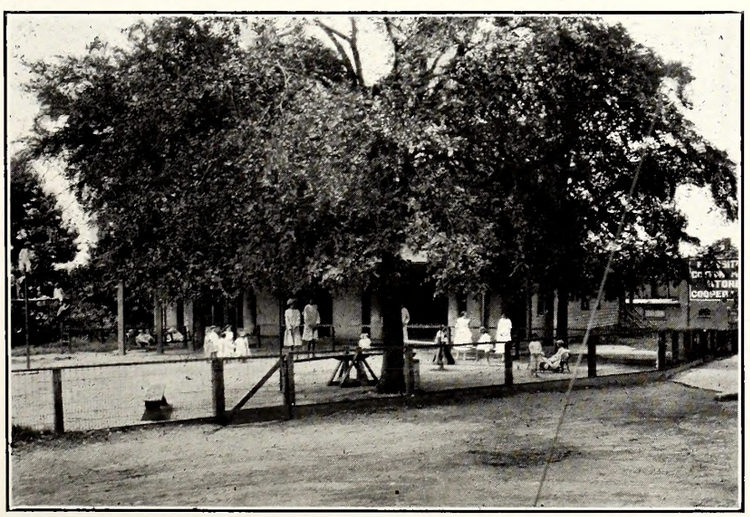
A high class band composed of operatives is equipped and taught at the expense of the mills. There is a troop of Boy Scouts, also a number of clubs for girls and women.

A co-operative store supplies the employees with everything in the way of groceries, dry goods and drugs and pays back the profits to its customers every six months in proportion to their purchases. The mill owns the store building and charges nothing for rent, taxes or lights.

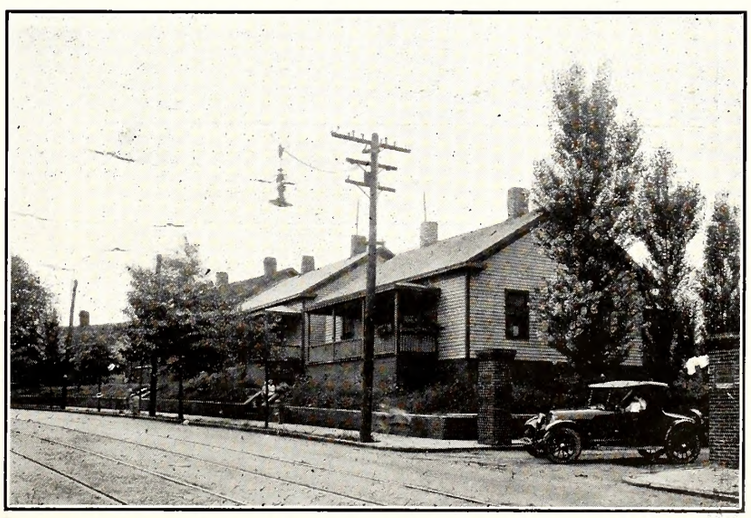
The employees own and manage a Burial Association, organized in 1900 which pays $150.00 burial benefits and has a surplus fund of over $10,000.00 invested in high grade bonds. The dues are 15 cents per month.

The Exposition Cotton Mills were founded in 1882 by H. T. and S. M. Inman, R. Peters, and others. The present executives are: Geo. Harris, president; E. C. Peters, vice-president; P. E. Glenn, secretary and treasurer. Mr. Harris is also manager. J. W. Hames is superintendent. The capital stock is $700,000.-00.

The mills consist of two and four story brick and one frame buildings. The equipment consists of 60,000 spindles and 1,596 looms engaged in the manufacture of sheetings, drills, twills and specialties. Both buildings and equipment are kept modern and up-to-date.

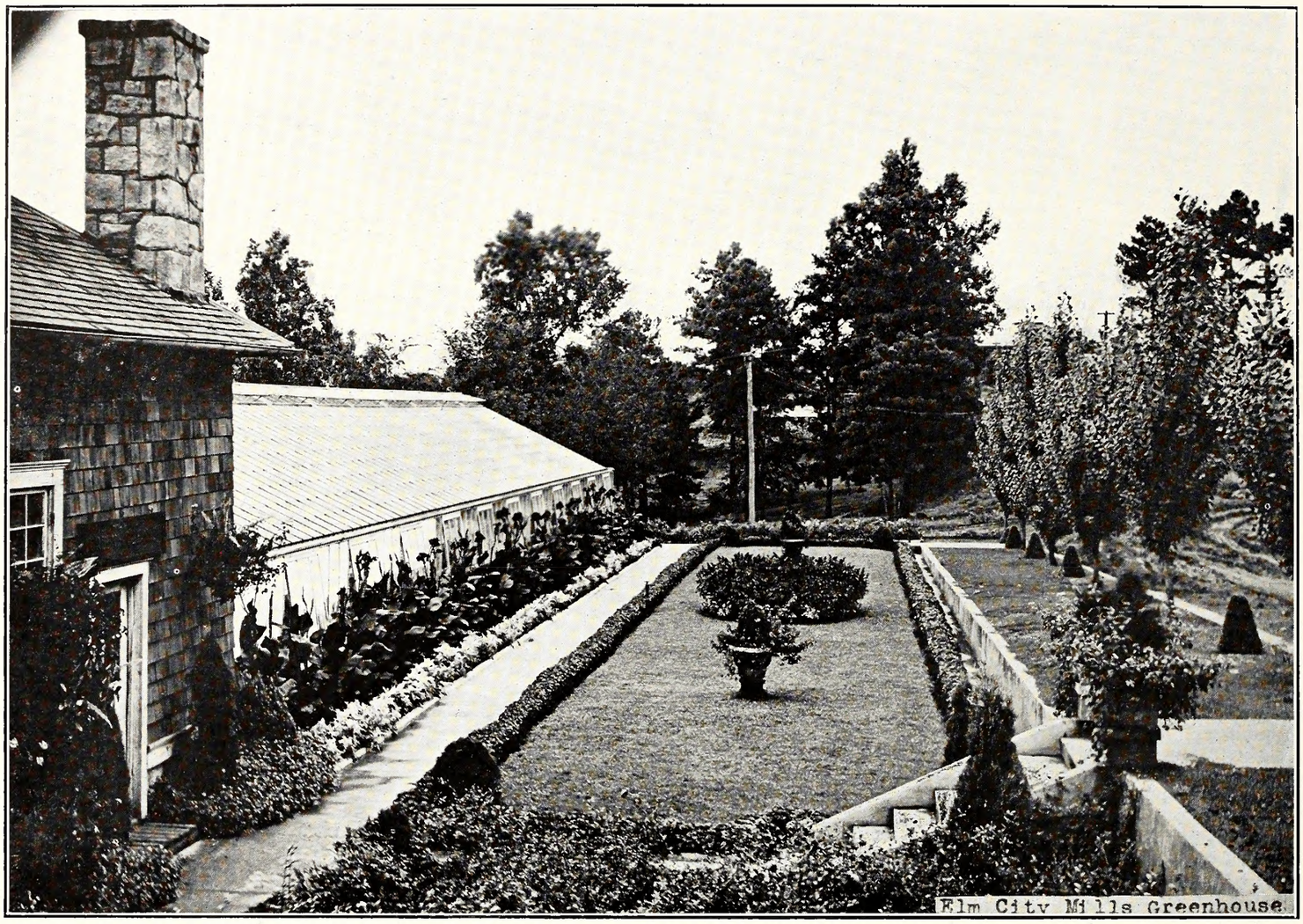


DAY NURSERY AT EXPOSITION COTTON MILLS

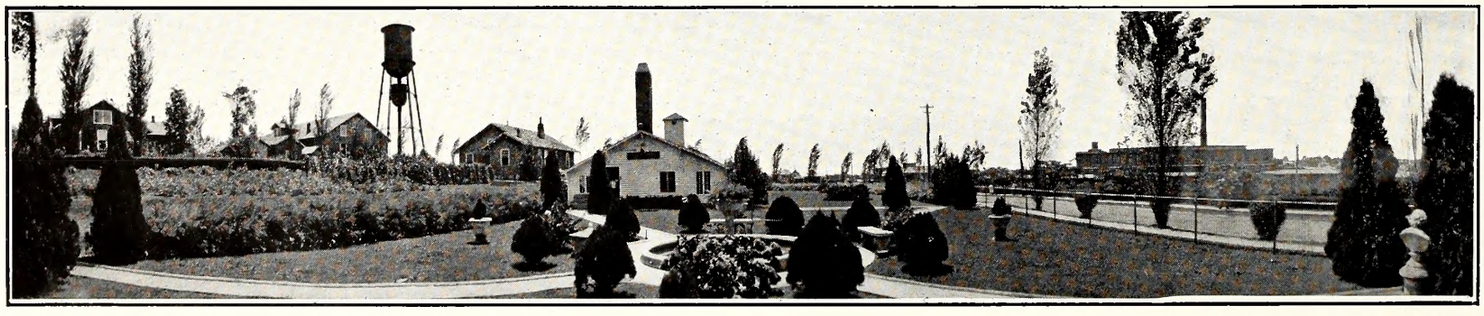


COTTAGES AT EXPOSITION COTTON MILLS.

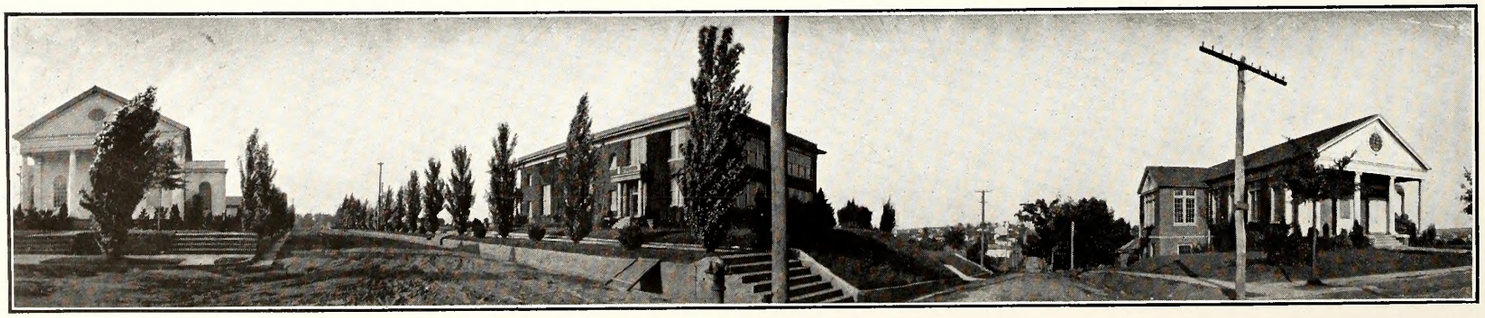
Callaway Group of Mills



GREENHOUSE OF ELM CITY MILLS, LAGRANGE, GA.

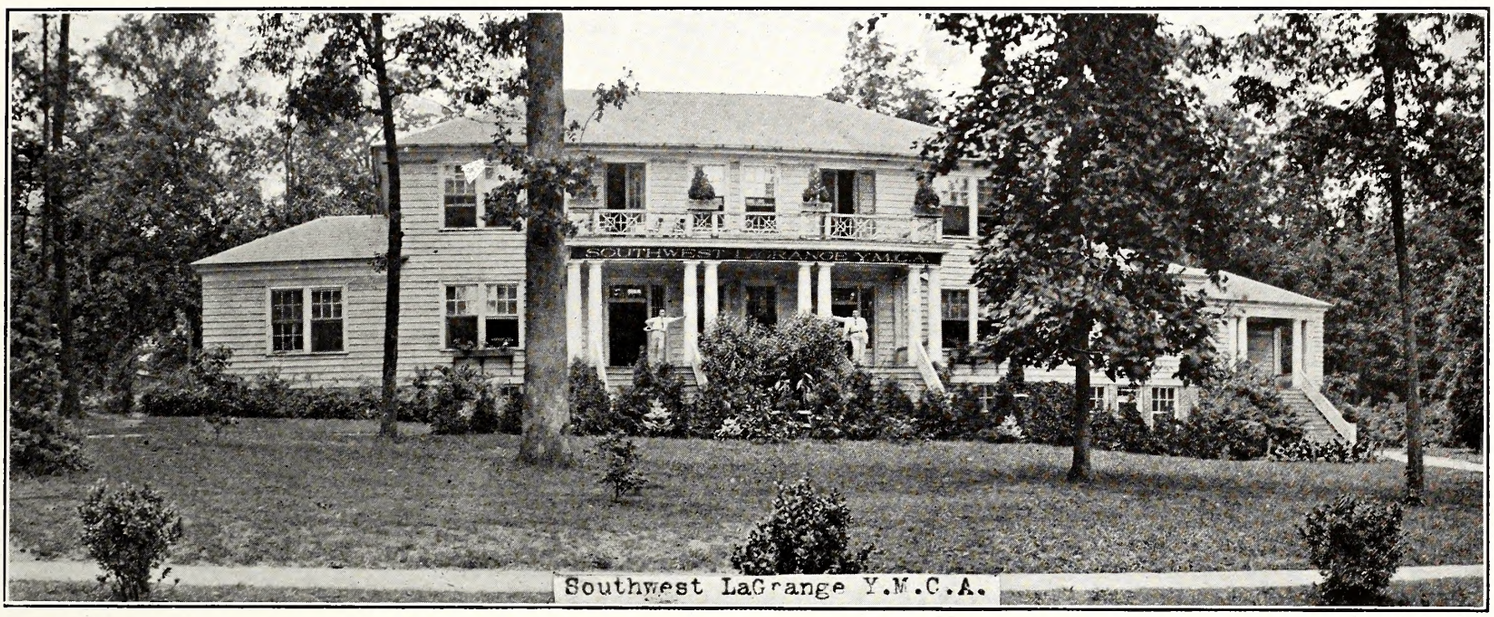


GREENHOUSE OF HILLSIDE MILLS, LAGRANGE, GA.

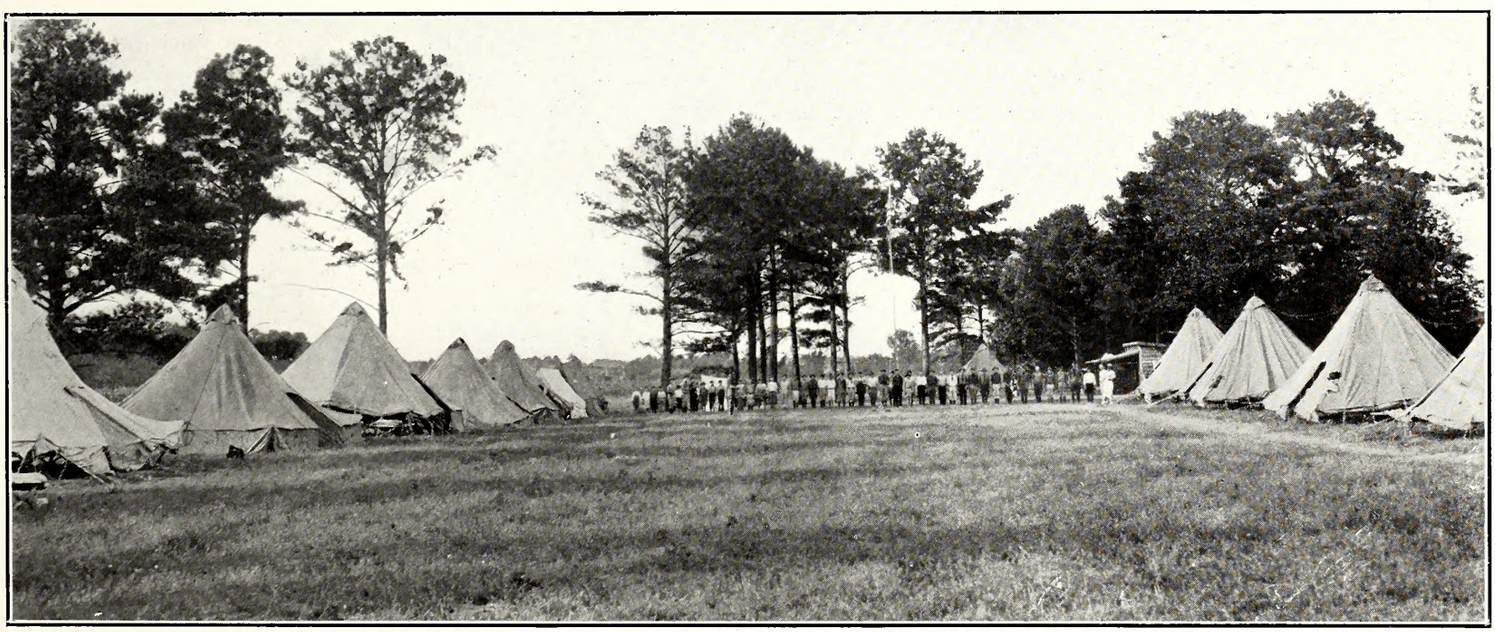


SOUTHWEST LAGRANGE BAPTIST CHURCH. SOUTHWEST LAGRANGE HIGH SCHOOL. TRINITY METHODIST CHURCH.

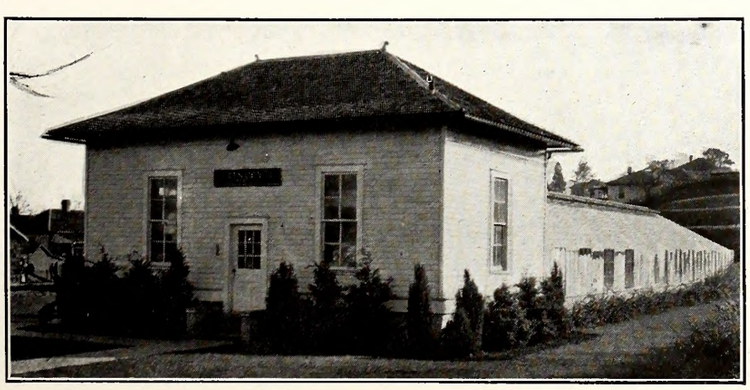
Callaway Group of Mills



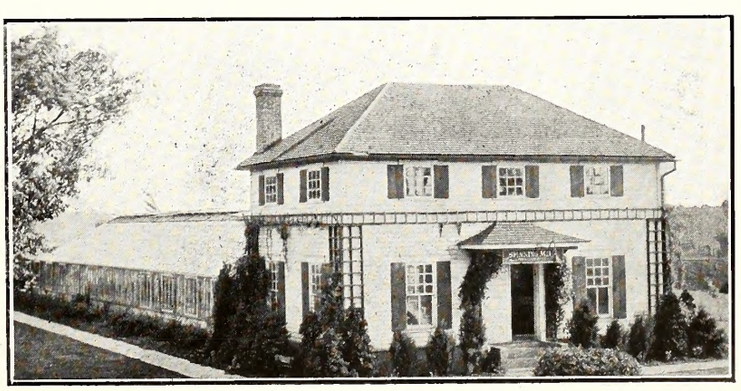
Y. M. C. A. ESTABLISHED BY CALLAWAY MILLS, LAGRANGE, GA.



CAMP OF CALLAWAY MILLS, BOY SCOUTS, LAGRANGE, GA.

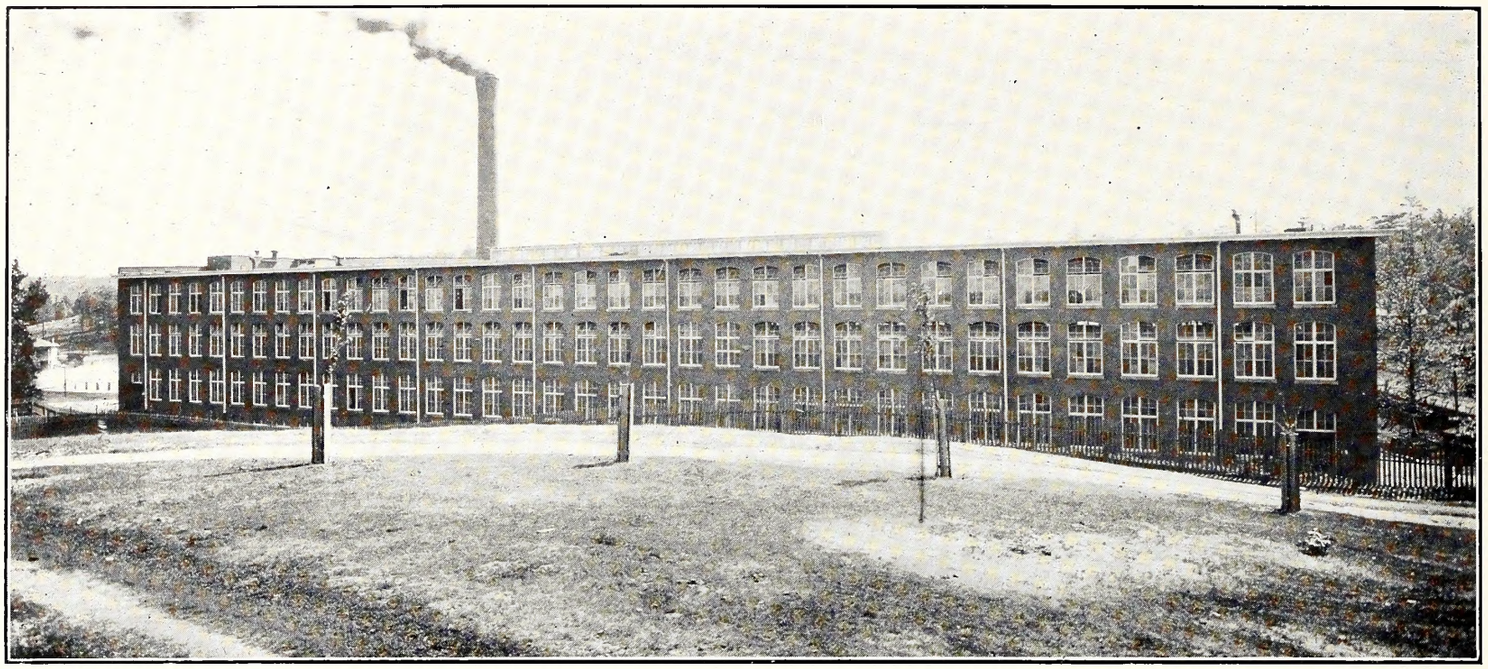


UNITY COTTON MILLS' GREENHOUSE



UNITY SPINNING MILLS' GREENHOUSE.

Indian Head Mills of Alabama



INDIAN HEAD MILLS OF ALABAMA, CORDOVA, ALA.

The Indian Head Mills of Alabama were founded at Cordova, Walker County, Ala., in 1896, by Harcourt Amory and associates. The officers are R. P. Snelling, president; Geo. Cunningham, treasurer. Both of these gentlemen reside in Boston, Mass., leaving the actual management of the mills to Wayland B. Pickard, agent and general manager. Tom Cordle is the efficient night superintendent.

The mills have a capital stock of $600,000.00. The picture of the mills which accompany this article does not do them justice by any means, but it is hard indeed to get one that would be a credit to the mills, even then it would be impossible to see from the pictures the wonderful workings that are going on inside and out of the mills. Though these mills were founded some years ago it would be hard to find a more up to date plant. The splendid brick buildings are built in such a manner as to get the maximum amount of daylight, sunshine and fresh air, special attention has been given to ventilation and humidification. The interior is always fresh and clean, numbers of devices have been installed for the comfort and convenience of the operatives. The equipment consists of 27,728 spindles and 868 looms, all of which are driven by hydro-electricity. The products of the mills are sheetings, drills, canton flannels and osnaburg. Needless to say that the machinery has been renewed and replaced as often as necessary for the most efficient production of high quality goods.

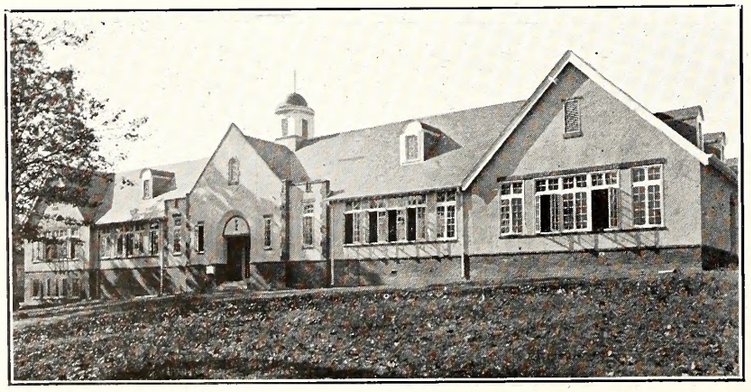
Eight hundred persons find employment in these beautiful mills. Some 25 of these people have been in the employ of the mills for a quarter of a century and others for a long, long time, naturally they feel almost like the mills were their very own; take a loyal pride in them and are deeply interested in their work.

These people represent an unusually high type of cotton mill operatives. When they first came to the mills, poor and ignorant, they were given the very kindest consideration and patiently taught the ins and outs of the business. They soon gained the confidence of the management and the management won their respect and good will.

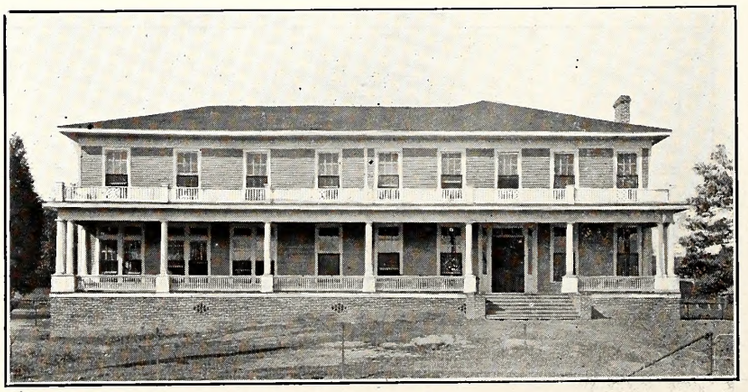
It is a well known fact among intelligent people that no one factor has done so much for the poor people of the South as have the cotton mills. Cotton manufacturers have been among the first to recognize that education will solve most problems and wherever a cotton factory is found just so surely will a good school be found. Built at the expense of the mills, up-to-date and modern both in architecture and equipment and in many instances superior to school buildings found in small towns. At the Indian Head Mills the company has built just this kind of a school. It is not only used by the children of the mill village but the children of the little town of Cordova go there. There are ten rooms in the building and eleven teachers are required to instruct the 500 children that are in regular attendance. This school is financed by the mills. Another school is maintained at night for the benefit of those persons who may work in the day time, but who have a desire for more knowledge.

Now these schools would seem to be enough for ordinary purposes, but Mr. Pickard is a gentleman who believes in doing more than to give a square deal to his fellow man and especially is this true in dealing with his operatives and their families. Note the pictures of the Day Nursery. Aren't those children "just darling?" What more could any fond parent ask than the attention that is given these beautiful children. Note the happy faces and the heaping plates, and Mr. Pickard tells us they do justice to everything.

Needless to say that when they reach school age they have already had a splendid foundation for the work of the graded schools, and it is easy to realize how these children, reared in homes of parents who have had no such advantages, will raise the standards of living in their homes and raise their families as well as themselves to a higher plane of citizenship all because of the great vision in the minds and hearts of the management of the Indian Head Cotton Mills, which has been put into actual effect.

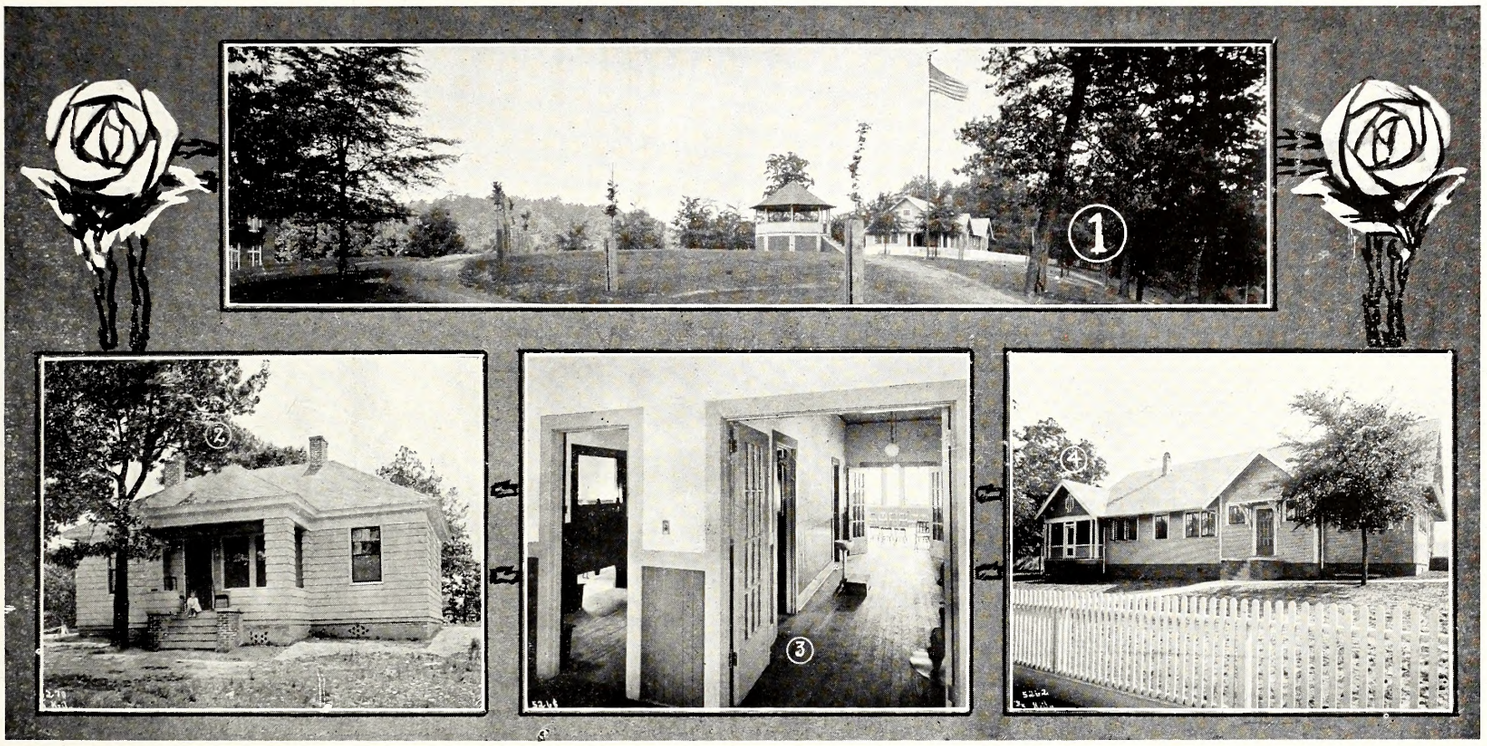


SCHOOL AT INDIAN HEAD MILLS

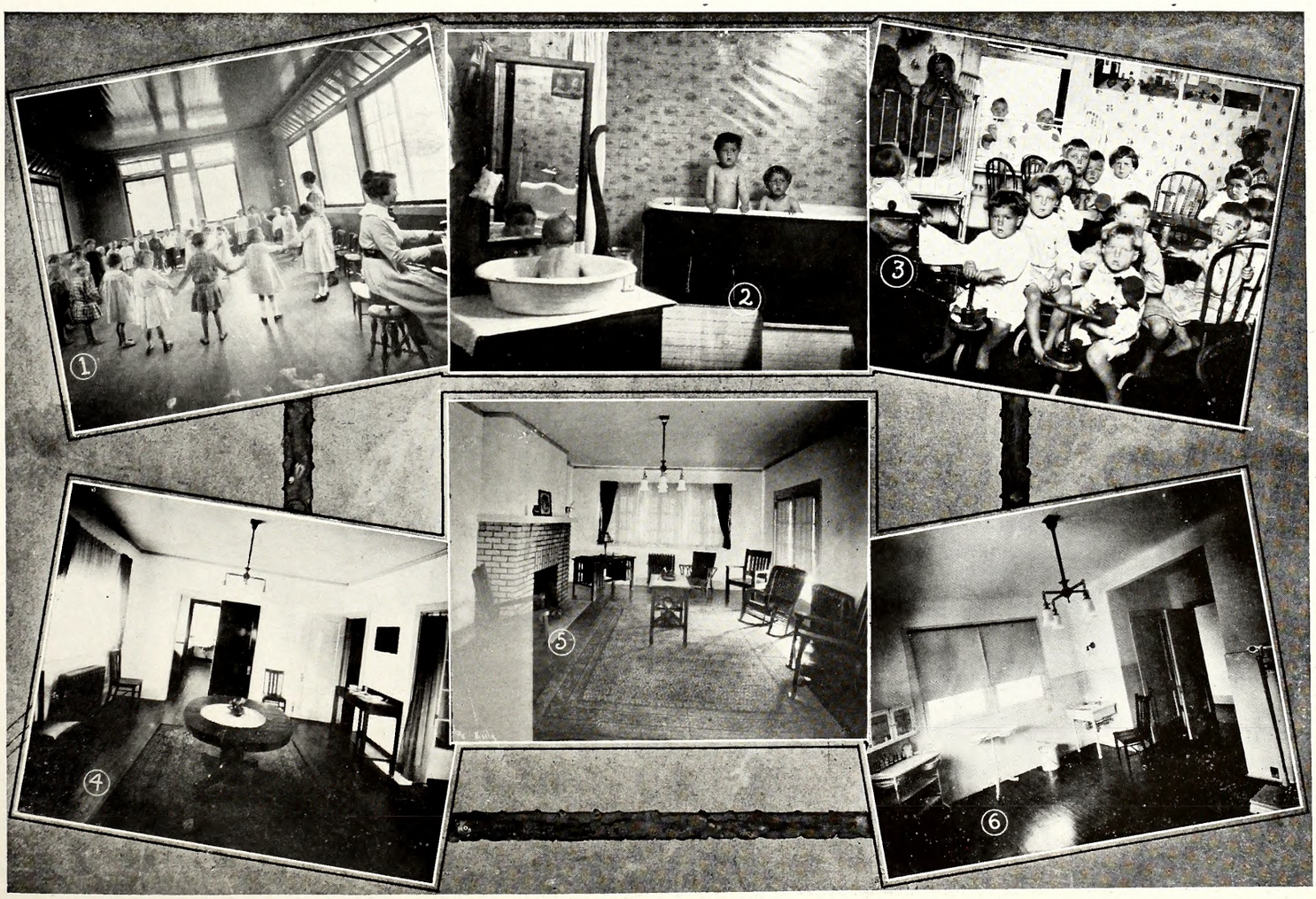


INDIAN HEAD MILLS HOTEL, CORDOVA, ALA.

Indian Head Mills

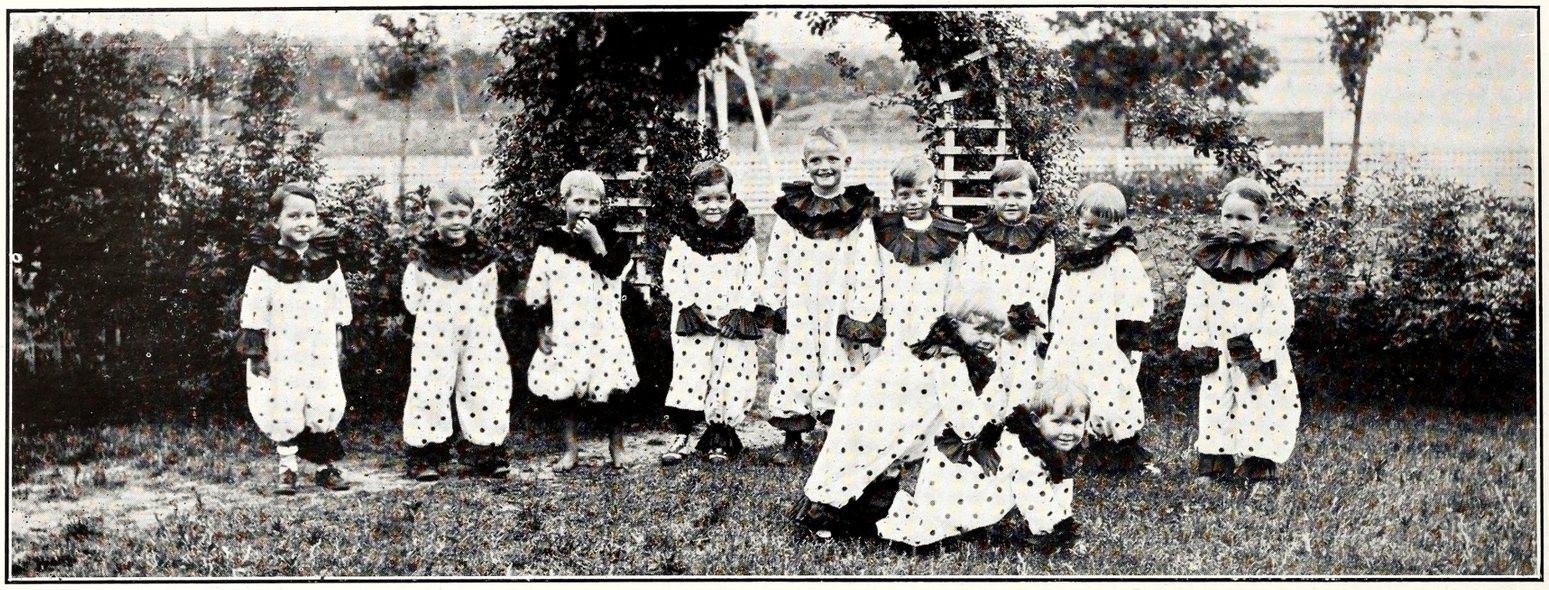


(1) BAND STAND AND PARK; (2) COTTAGE; (3) INTERIOR VIEW; (4) RESIDENCE

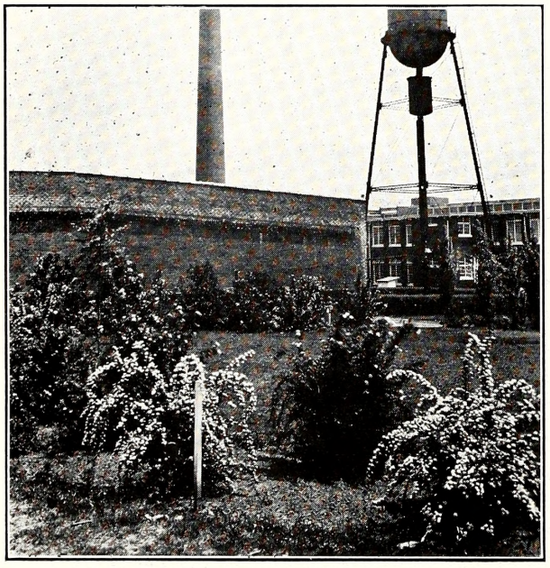


(1) KINDERGARTEN CHILDREN AT PLAY; (2) AND (3) DAY NURSERY; (4) AND (5) NURSES' HOME INTERIOR; (6) CLINIC ROOM

Dunson Mills



CLOWN DRILL BY KINDERGARTEN CHILDREN AT DUNSON MILLS, LAGRANGE, GA.



BACK YARD OF DUNSON MILLS

The
Dunson Mills
LA GRANGE, GEORGIA

Manufacturers of
High Test Enameling Ducks
Drills, Twills, Clean Osnaburgs
and
Other Special Fabrics
for
Manufacturing and Converting Trade

Selling Agents
CURRAN & BARRY
320 Broadway
New York

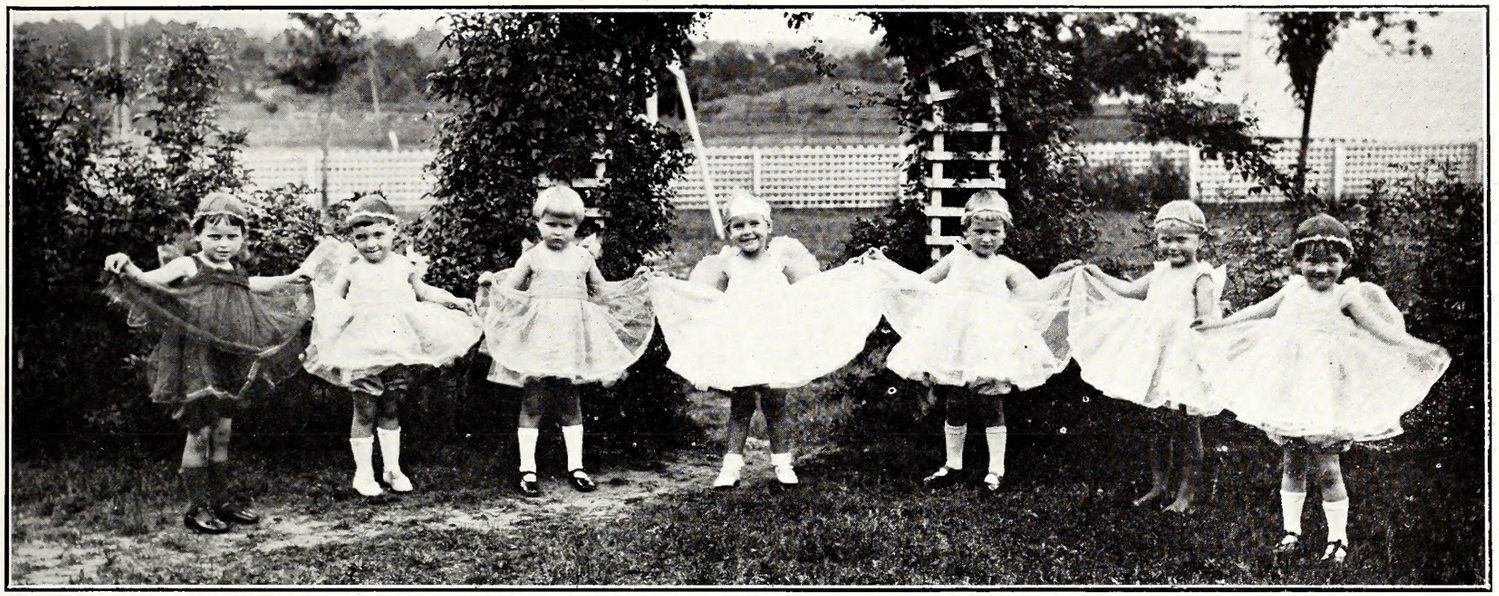


DUNSON MILLS GIRLS IN FLOWER DRILL



DUNSON MILLS, KINDERGARTEN CHILDREN CLOSE OF SCHOOL, 1923, LAGRANGE, GA.

Dunson Mills



"FAIRIES"—CHILDREN OF THE DUNSON MILLS KINDERGARTEN, LAGRANGE, GA.

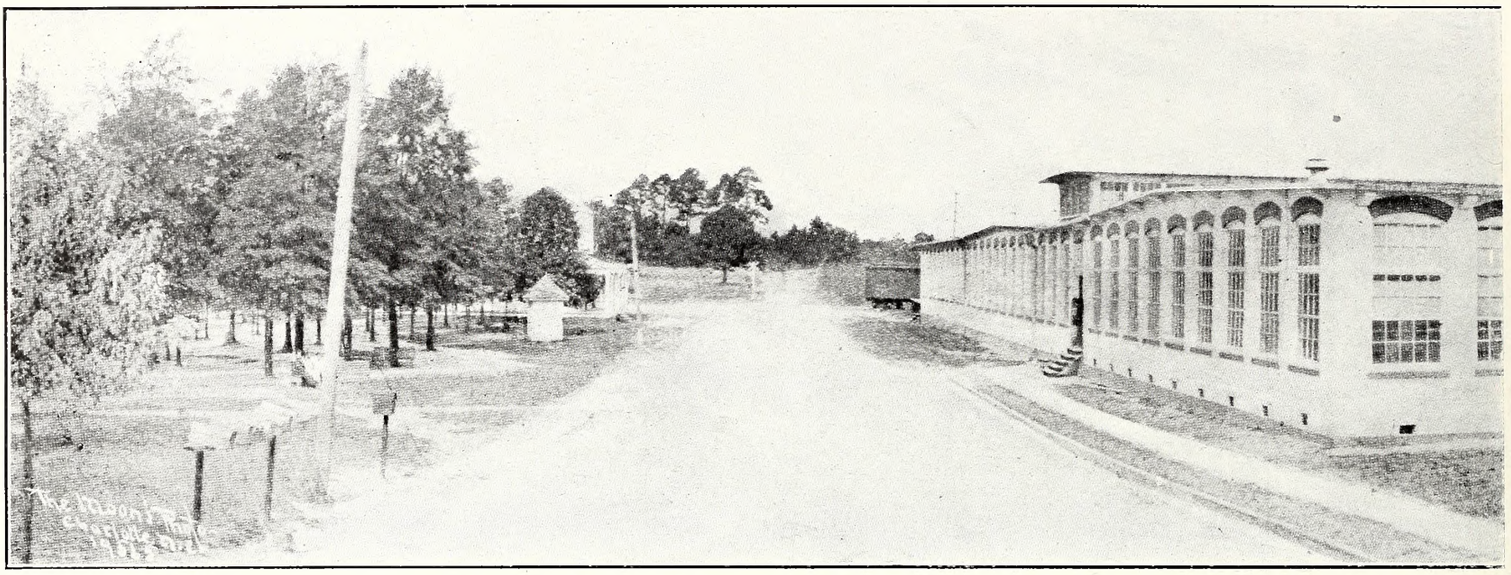


MAY POLE DANCE BY CHILDREN OF THE DUNSON MILLS, KINDERGARTEN , LAGRANG E, GA.



SCENE AT CLOSING EXERCISES OF THE DUNSON MILLS KINDERGARTEN, L AGRANGE, GA

Icemorlee Cotton Mills, Inc.



ICEMORLEE COTTON

The Icemorlee Cotton Mills, Inc., have an appearance that is very pleasing. The pictures presented with this article show the kind of cotton mill and knitting mill and the kind of community that forms the Icemorlee organization. What could be more attractive than the beautiful mill buildings, clean-cut and perfect in structure, with well kept lawns and cool shade trees? It would be hard to find a more pleasant place in which to work. The numerous windows not only admit an abundance of fresh air and sunshine but during the working hours one may always get a glimpse of green grass and green trees that is most restful and pleasing.

In perfect keeping with the exterior is the interior of these mills, everything possible has been done that would make for the most healthful and pleasant working conditions for the operatives. Nothing has been left undone that would be for their comfort and convenience. The plant is kept in a most sanitary manner, inside and out, in fact it has been a matter of pride to both employers and employees always to make the mills one of the show places of the town and that section of the State.

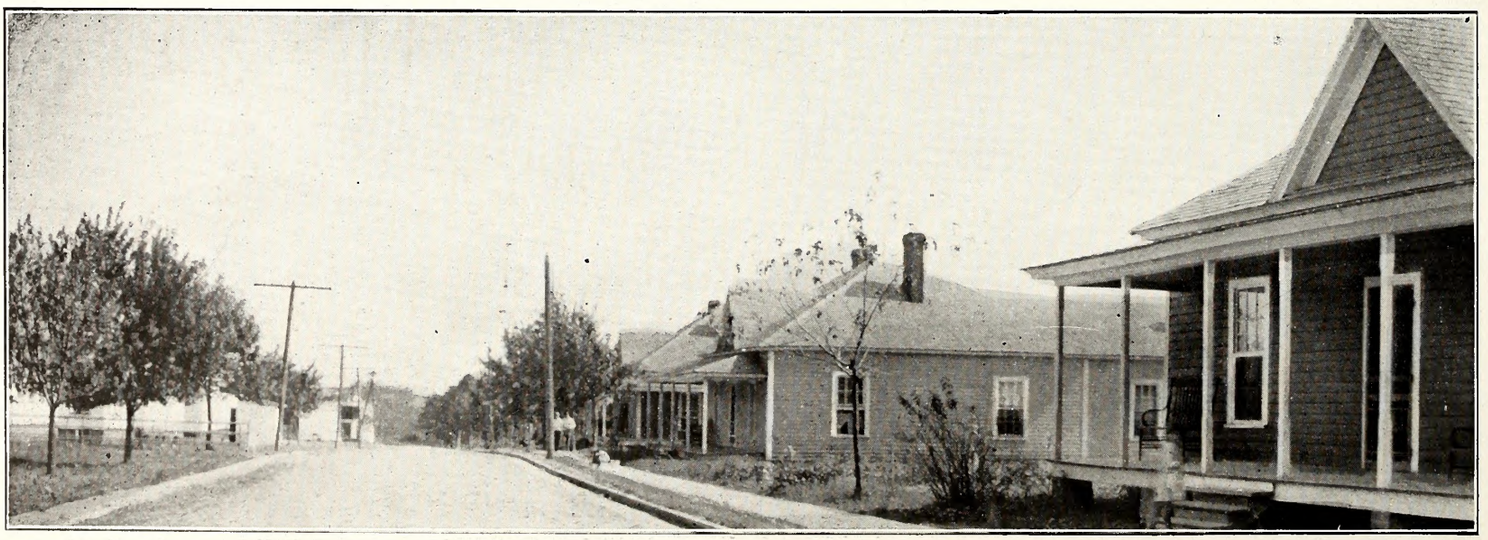
About 400 peoule find employment in these mills, all English speaking people of the purest Anglo-Saxon blood, loyal to their mills and most loyal to their country. The mill community went over the top on every occasion when their government made a call for financial aid during the recent world war and most of its young men did their bit across the sea.

The mill village is a most beautiful and attractive place as may be seen from the street scene which is pictured here, the cottages are neat, pretty, substantial cottages of the bungalow type, of varied and pleasing design, and, unlike the old style mill village, the houses here are painted in different colors which harmonize with the whole and enhance the beauty of the picture. One may also gather from the picture that these people are lovers of home and pleasant environments; note the trees, shrubbery, grass and flowers and vines. The management encourages this particular feature of work in the village, as well as urging the people to plant gardens. The soil of the village is especially adapted to the growing of vegetation in all forms and many fine vegetables are raised in their season in the gardens of the operatives. Even in winter one may always find green things growing around the cottages.

Being able to grow many kinds of vegetables in their gardens, the operatives do not have to buy them during the summer months and thereby are relieved of expenses that must be met by operatives of the Northern mills. They also can many vegetables for winter use.

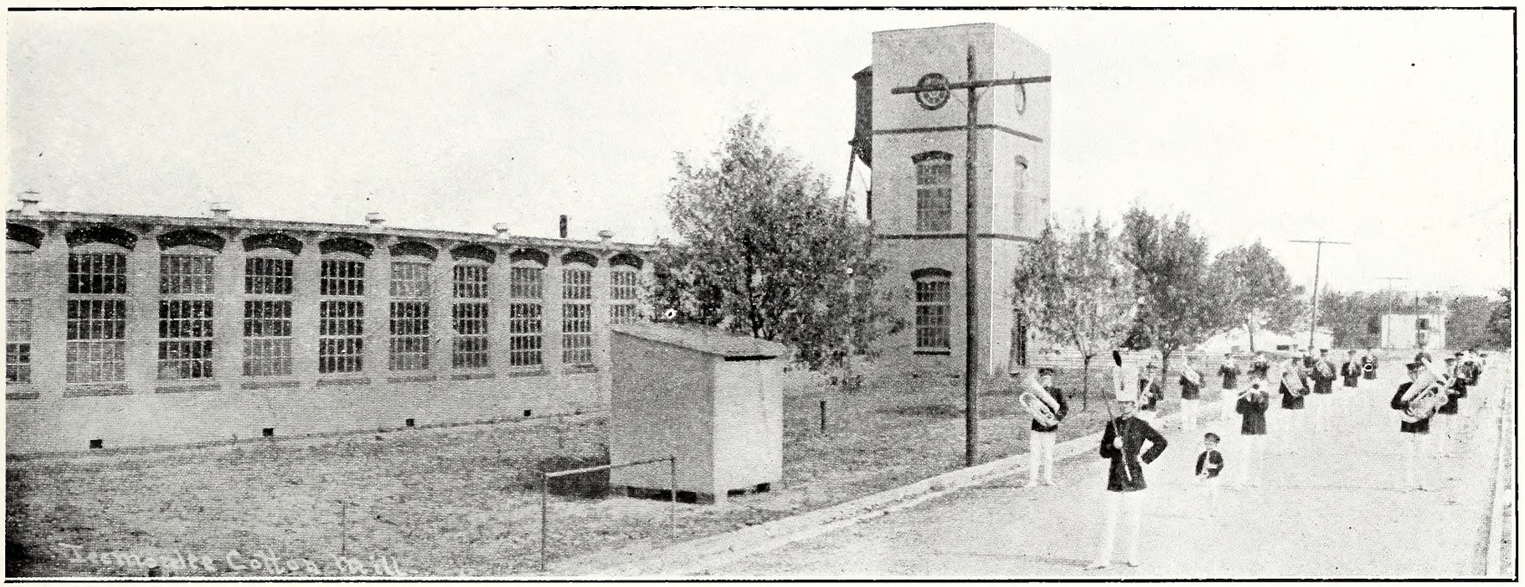
The management believes in good surroundings and thousands of dollars have been spent in beautifying their village. The streets are nicely laid off, cement pavements have been built everywhere throughout the village so that there is no mud to be tracked into the homes and mills. Trees have been planted, and waterworks and electric lights are to be found in every cottage and septic toilets have been installed throughout the entire community. Everything is kept perfectly sanitary, the premises are neat and clean. Indeed the management is vitally interested in the welfare and happiness of their operatives. They are always striving to make improvements in the social and living conditions of their mills.

With a view of getting the very best facilities for education, the management was not content to allow the children of their operatives to go to school in the graded schools of Monroe, but built a modern school house fully equipped with up-to-date appliances right in the heart of their pretty village for the use of the children from the mill families. This school comprises the



STREET SCENE AT ICEMORLEE COTTON MILLS

Icemorlee Cotton Mills, Inc.



MILLS, INC., MONROE, N. C.

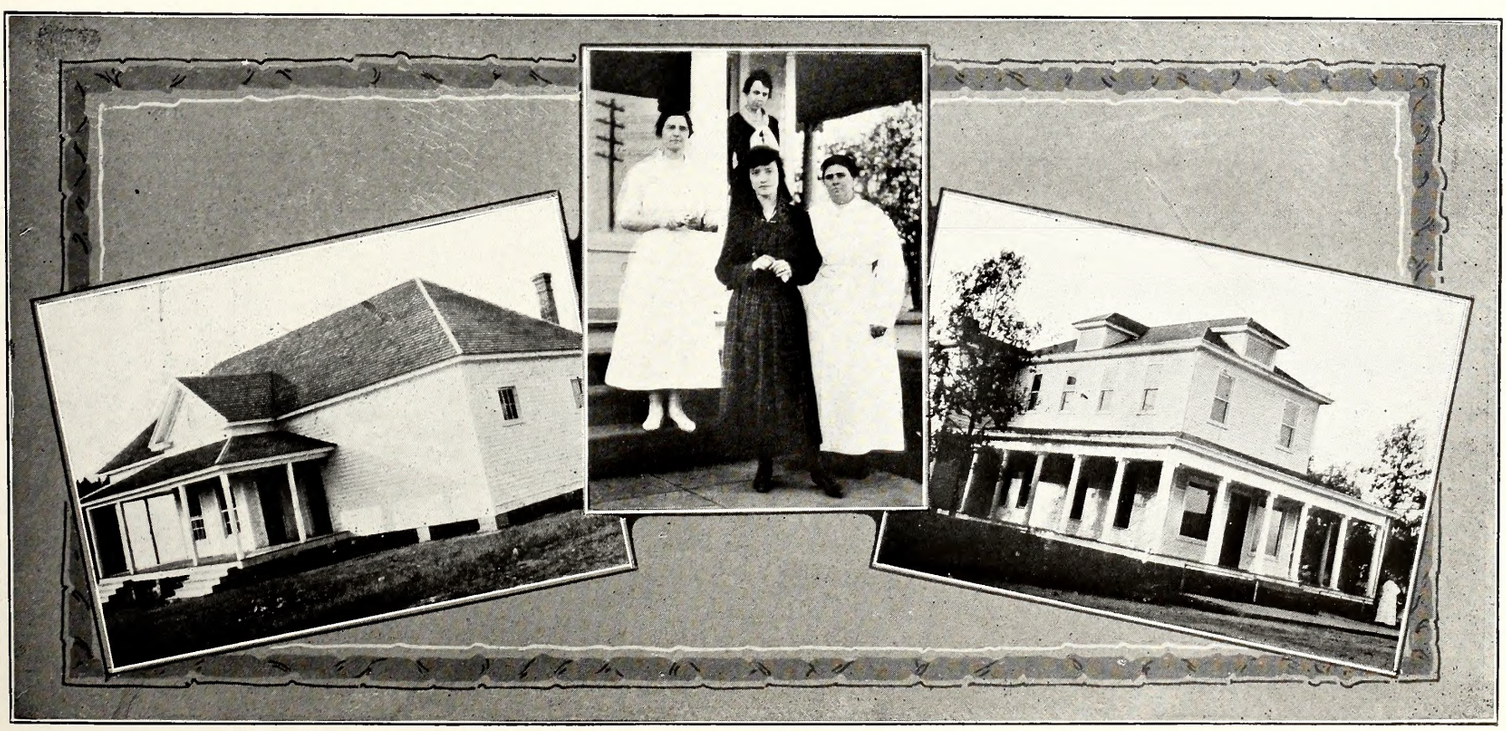
first seven grades and runs for nine months in the year, a corps of competent teachers are in charge of the work, and the expenses of the school and the salaries of the teachers are paid by the mills supplemented by the small funds from the State and county. There are about 125 children enrolled at this school where the advantages are exceptionally good. After the seventh grade is passed those who desire have the privilege of going on through the higher grades in the splendid high school of Monroe. Many of the children from the village take advantage of these opportunities and get an education that puts them on an equal footing with the young people of any town or community. These young people either return to the mill to accept responsible positions of trust, and work along with their parents, drawing excellent wages, or go out into the world to seek their fortunes in some other line of business. The mills are very proud of these young folk and always stand ready to give them a boost or assist them in any possible way.

Those who desire to enter college and prepare themselves for a different field of usefulness find the mill management ready to encourage and assist them.

In the matter of religion it is a well-known fact that cotton mill people are very earnest and zealous. Baptist and Methodist denominations are represented in the village. The management contributed very generously to the building of each and it is through large contributions from the same source that the finances of the churches are kept running so smoothly. A good Sunday school is an attractive feature of each of these churches, the children of the village are greatly interested in the Sunday schools and a fine work is being accomplished. Many a time the foundation for a fine upright life is planted in the heart of a child by the instructions received in the Sunday school.

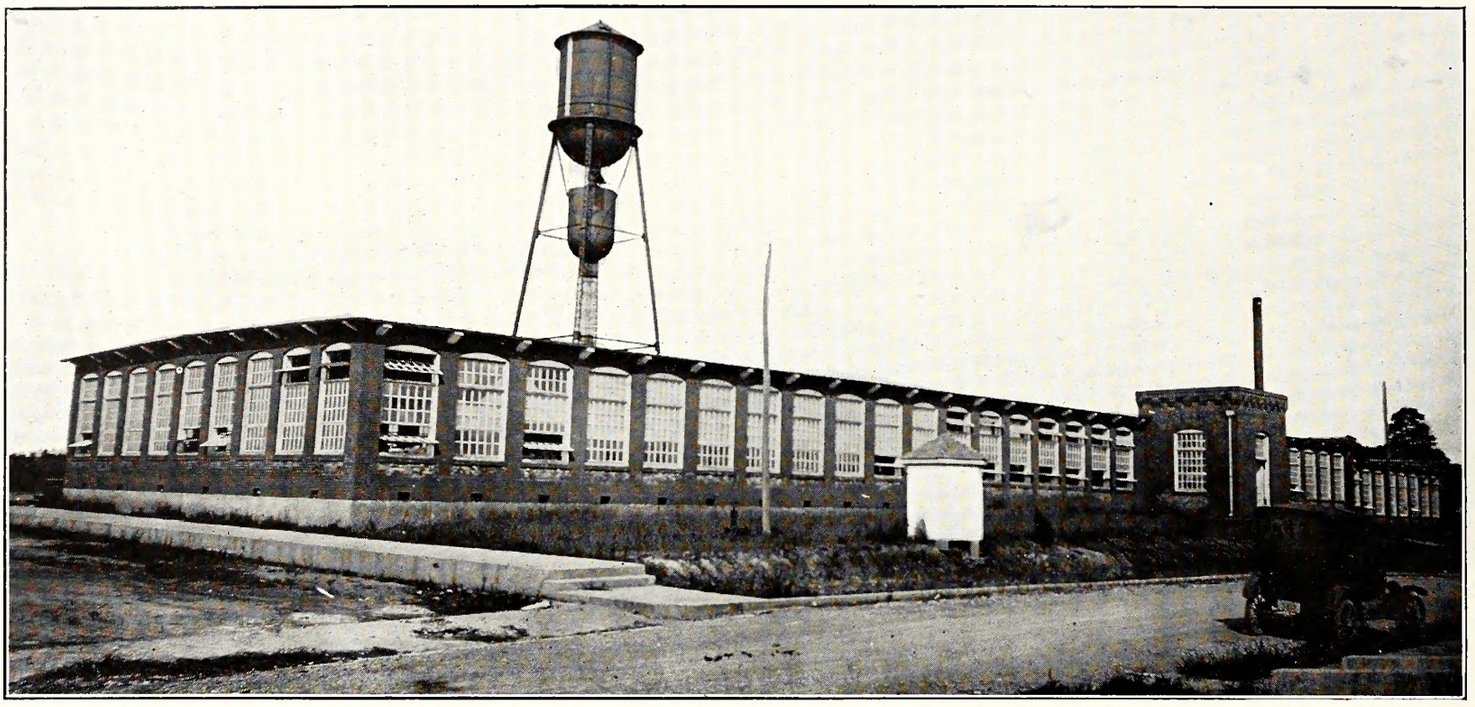
Sports of all kinds are encouraged in the village. There is a well-kept baseball diamond where many enthusiastic crowds gather to watch the hotly contested games between their own splendid team and some visiting club. Just in front of the mill is a beautiful grove of young oaks that has been converted into a pretty playground equipped with all kinds of play apparatus that would attract the children to the open air and sunshine. There is a pavilion and seats around among the trees and frequently the splendid brass bands composed of mill operatives give most pleasing open air concerts in this pavilion for the pleasure of the mill community. This brass band is one of the prides of the village. They are most enthusiastic in their support of any movement for the benefit of their band.

Various sorts of clubs and socie-



MILL OFFICES **SCHOOL**

Icemorlee Cotton Mills, Inc.



ICEMORLEE KNITTING MILLS OF ICEMORLEE COTTON MILLS, INC., MONROE, N. C.

ties have been organized among the ladies of the village for the welfare of the community. Some are to assist mothers in the care of their children, others for the good of the home maker.

The Icemorlee Cotton Mills, Inc., represents the consolidation of three former corporations, the Icemorlee Cotton Mills, the Everett Cotton Mills and the Iceman Knitting Mills.

The Icemorlee Cotton Mills unit of the present organization was founded in 1905 and manufactures coarse hosiery and underwear yarns on 10,000 spindles.

The Everett Cotton Mill has 2,500 spindles and manufactures 24's to 36's hosiery yarns.

The Iceman Knitting Mills were founded in 1923 with 22 knitting machines on men's ribbed underwear of high quality.

The prime mover in the consolidation was Arthur J. Draper, of Charlotte, N. C., who is now president of the Icemorlee Cotton Mills, Inc.

Mr. Draper came from Massachusetts, where his family has been well known for many years as manufacturers of textile machinery and have also been prominent politically.

Mr. Draper has identified himself with the South and is regarded as one of her most prominent and public spirited citizens. He has been president of the American Cotton Manufacturers Association.

Few men take more interest in the welfare of their employees than Mr. Draper and he delights in doing things to better their working and living conditions.

E. O. Fitzsimons, the treasurer and active manager, was a lieutenant in a machine gun company during the World War and saw much active fighting in France. He acquitted himself well during the war and when the fighting was over turned to cotton manufacturing as his life work.

J. H. Lee is vice-president and R. L. Dougherty, secretary, with J. O. Edwards as superintendent.

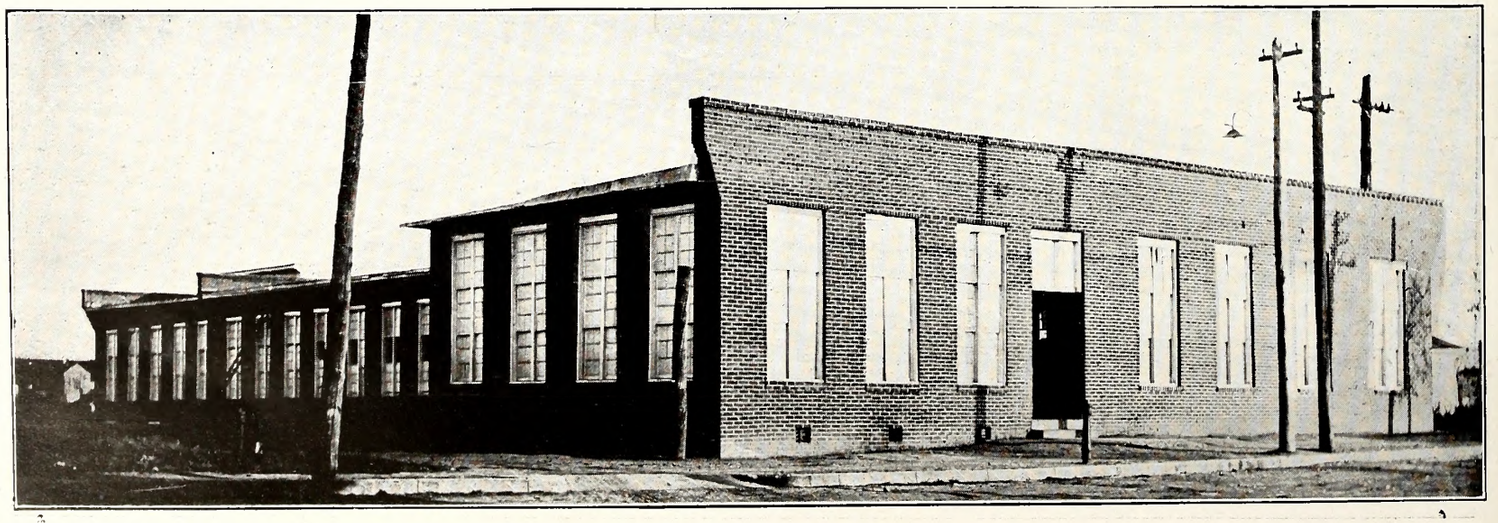
Superintendent Edwards began his cotton mill career at an early age and is rated as a thoroughly efficient superintendent. He is well liked by the mill operatives because they know that he always has their best interests at heart.

The Icemorlee Cotton Mills, Inc., as consolidated, manufactures high grade hosiery yarns for the market and also knits a considerable portion, of the production of their spindles, into men's ribbed union suits which are well and favorably known to the trade.

Eugene Lee is assistant superintendent in charge of the knitting mill and takes great pride in producing garments of such superior quality as to cause a steady demand for them.

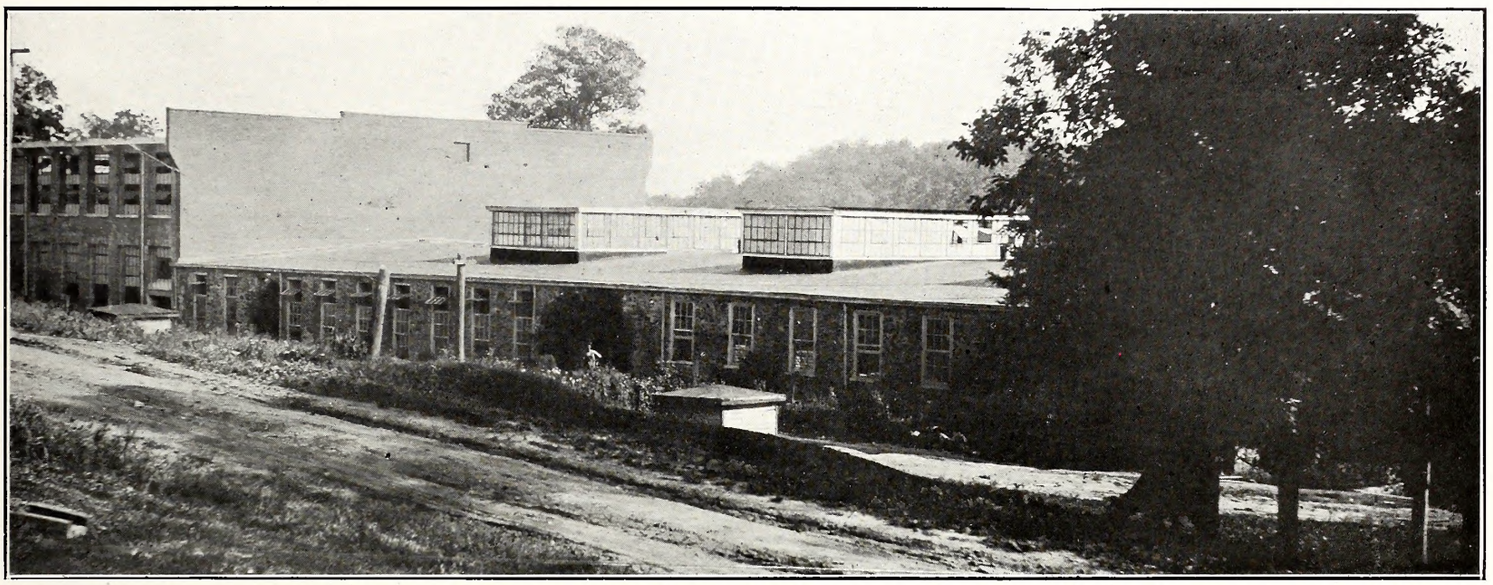
The operatives at these three mills come from nearby points, principally from small farms. They could not be persuaded to give up their present good wages and comfortable homes for their former conditions.

Those employed in the knitting mill quickly learn to become expert in the handling of knitting machines and in finishing and packing underwear for the market.



ICEMORLEE COTTON MILLS, NO. 3, MONROE, N. C.

Star Thread Mill & Princeton Mfg. Co.



STAR THREAD MILLS, ATHENS, GA.

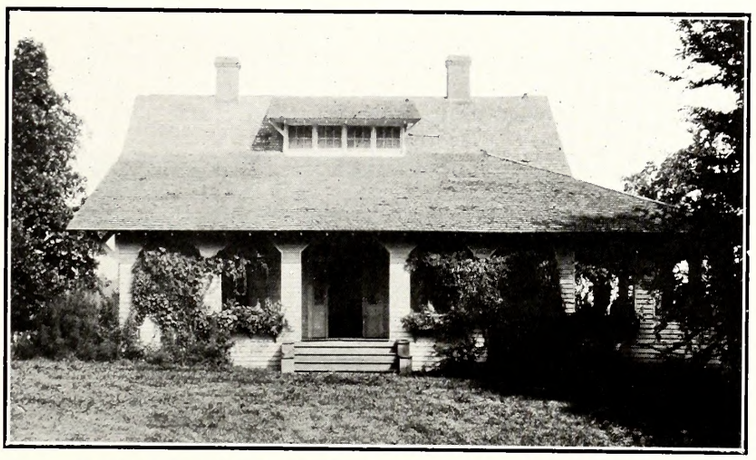
The Star Thread Mills and the Princeton Manufacturing Company were both founded by the late Jas. White, of Athens, and are still owned by his estate. The general agent and active manager of the mills today is Jas. White, Jr.

These mills are beautifully located about ten miles out of the historic little college town of Athens, Ga., at Barnett Shoals, a site of great natural beauty, on the Oconee river. A more healthful picturesque place for a cotton mill could not be imagined.

The Star Thread Mills have 8,320 spindles run by electricity and manufacture 24s 2-ply and single yarns. They employ about 90 operatives, and at these mills there is a village of about 300 inhabitants. The management has built 60 nice frame cottages of three to six rooms. Views of some of them are shown on this page. They are all comfortable, neatly painted and in good condition.

The Princeton Manufacturing Company is an adjunct of the Star Thread Mills; they have a spindleage of 3,600 which are run by water power, only about 100 operatives are employed; 12s to 16s in ply yarns are manufactured. The village is small but the same careful consideration has been given to the planning and building as if it were larger.

Mr. R. H. Maupin, superintendent, has been in charge of these mills for a number of years. He is an able textile man, and under his management the mills have been most successful. He is not only a versatile cotton mill man but is a man of fine judgment and tact; he knows all of his operatives personally, takes an interest in their families and makes them feel that he has their interest at heart at all times.



SUPERINTENDENT'S HOME AT STAR THREAD MILLS.

Welfare work is carried on to quite an extent in these villages, the teachers employed by the schools are at the head of the work and through their efforts, supplemented by the keen interest and approval of Mr. Maupin, a marked improvement may be noted in the general appearance of the villages, the personal appearance of the operatives and in living conditions.

There is a nice attractive church building in each village, built by the company, where the mill people may worship. There are good Sunday schools in connection with each of these churches. The people take a great deal of interest in church affairs and the Sunday schools.

The operatives are very proud of their brass band at the Star Thread Mills. It is composed of 16 persons and is quite an adjunct to entertainments, annual field day exercises, dances, parades, etc.

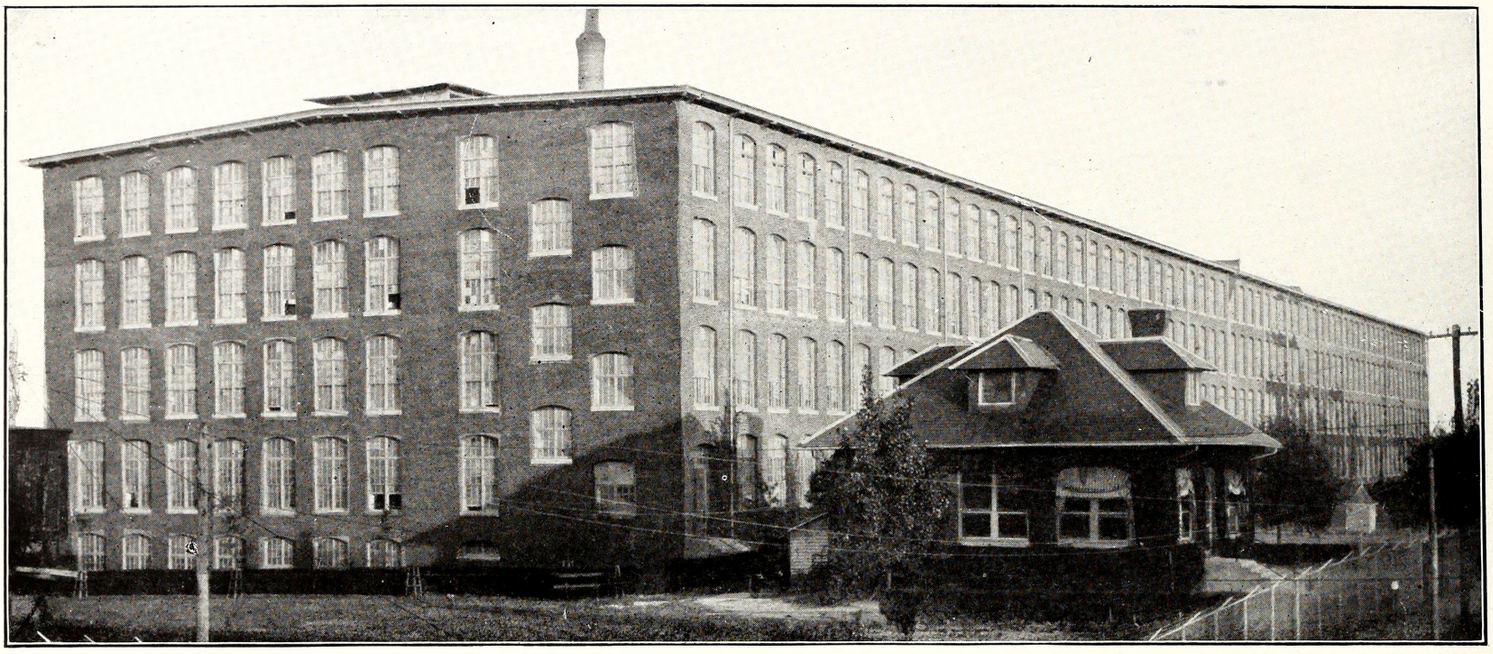


OPERATIVES' HOME AT STAR THREAD MILLS



OPERATIVES' HOME AT PRINCETON MANUFACTURING COMPANY

Monarch Mills



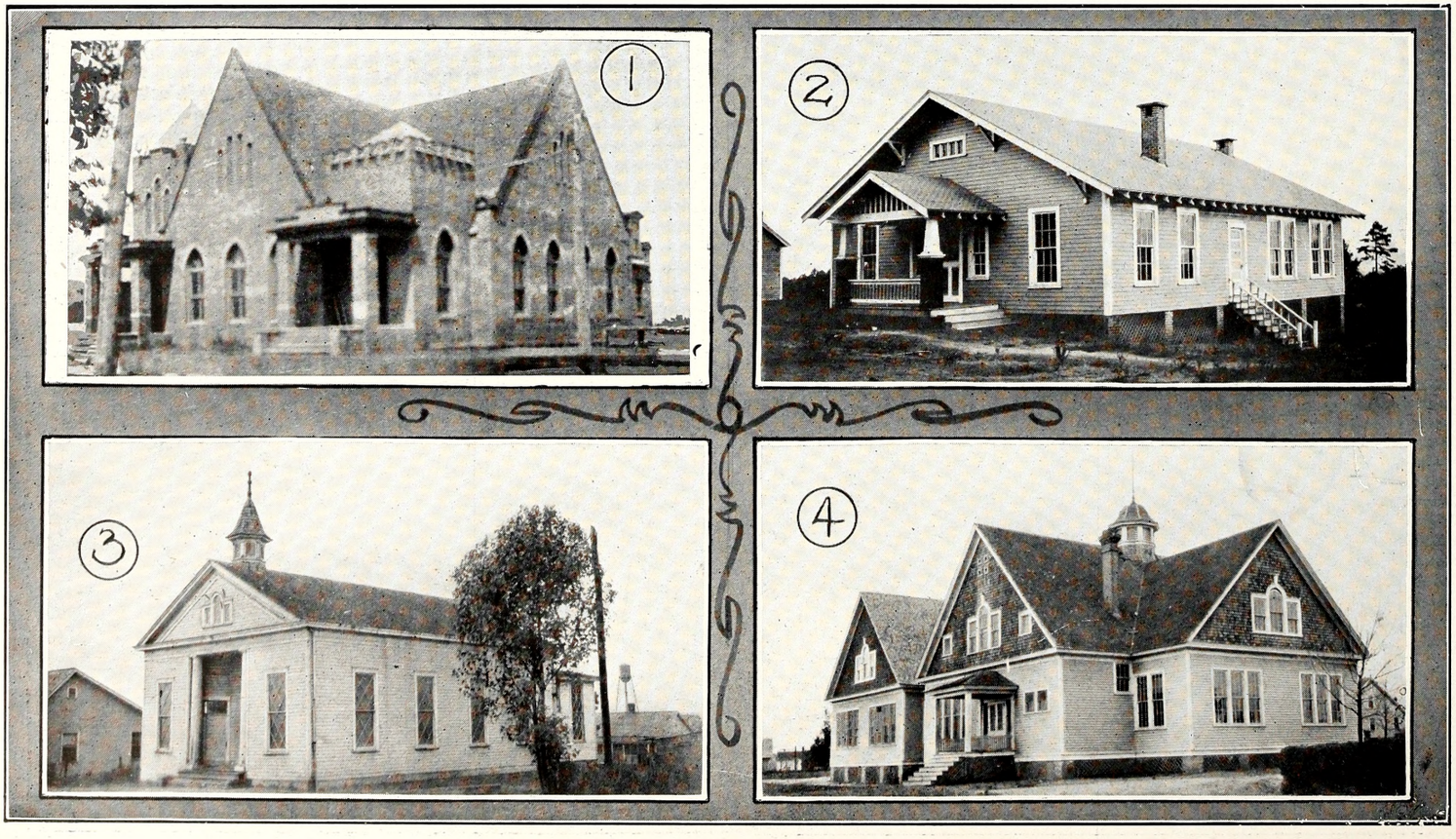
MONARCH MILL, UNION, S. C.

The Monarch Mills control and operate three magnificent textile plants. Two of these plants are located at Union, S. C., Monarch Mills, Ottaray Plant; and Monarch Mills, Lockhart Plant. The last named is located at Lockhart, S. C.

The combined capital stock of the Monarch Mills group is $4,000,000. The combined spindleage of the mills is 160,416, and there are 4,065 looms in various mills. The Monarch Mills are all modern in construction and the equipment is up-to-date in every respect, it being the policy of the management to renew and replace buildings and machinery as often as necessary to keep abreast of the times.

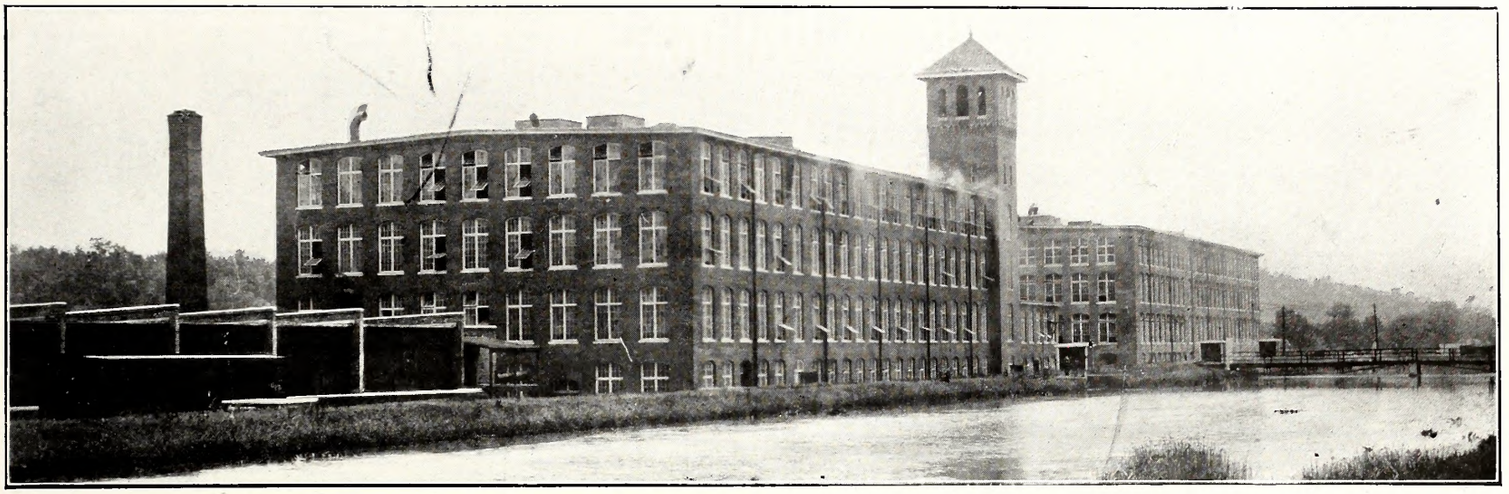
The officers of these plants are broad-minded, democratic gentlemen of keen judgment and splendid business ability. These qualities, coupled with ambition and untiring enerby, are bound to make a success of any business. The executives of the Monarch mills at Union, S. C., are: W. E. Winchester, president; Emslie Nicholson, vice-president and treasurer; J. Roy Fant, assistant treasurer and secretary.

The Monarch Mills, Monarch Plant, at Union, is a four-story brick building, with innumerable windows of white prism glass, making the lighting the very best for the operative. Artificial lighting is an indirect lighting system which sheds a soft white light equally as good as the prism light. Due consideration has been given to matters of humidifying, heating, ventilating, in all the Monarch group of mills. The management endeavors to pro-



(1) CHURCH, (2) COMMUNITY HOUSE, (3) M. E. CHURCH, (4) MILL SCHOOL

Monarch Mills



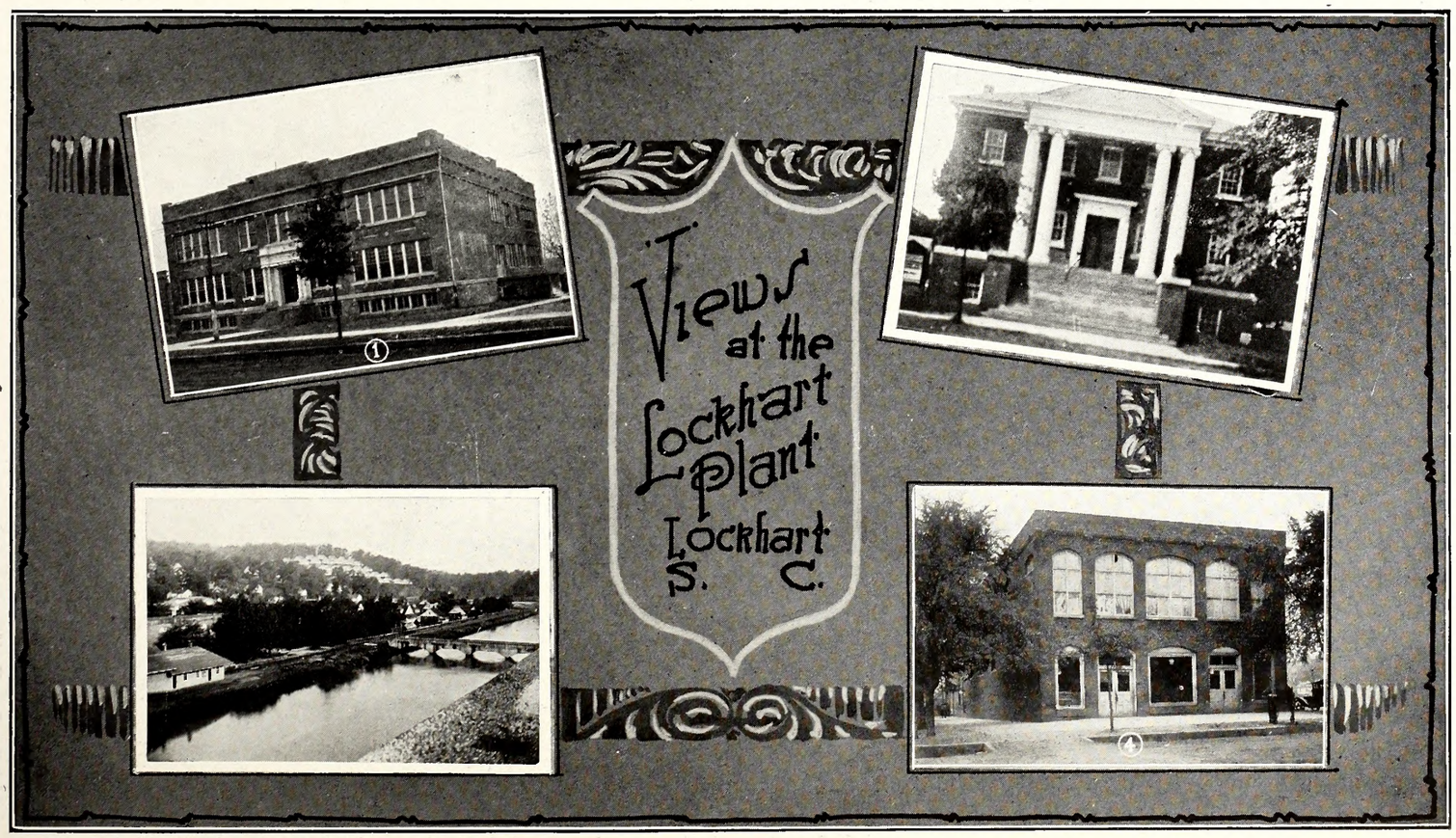
MONARCH MILL, LOCKHART, S. C.

vide the very best possible working and living conditions in all their plants because the important part played by the human element in any business, and especially cotton mills, is recognized as of paramount importance. It is a well known fact that operatives who are healthy, comfortable and well treated are the most efficient help to be obtained.

At the Monarch plant wide print cloths are manufactured. The equipment consists of 78,528 spindles and 1,825 looms. T. M. McNeill is superintendent of this plant and a great deal of the success of the plant is due to his careful management and untiring energy.

There are approximately one thousand persons employed in the Monarch group of mills and most of them would endorse the statement above. A great many of the operatives in the Monarch Mills came direct from the surrounding country where they worked from dawn to dark and had only a meager living in return, with poor houses, poorly furnished, to live in, few advantages in the way of education and social affairs, and with very little ready money. Indeed, if a picture had been taken of a large percentage of the operatives when they first came to the mills and one should be taken after a few months' residence, it would be almost impossible to believe that they were the very same people so marvelous is the response made to environment and changed living and working conditions. While the operatives, in the beginning, were poor and unskilled, they were apt and intelligent and it did not take long for them to understand the work of the mills under the instruction of heads of the various departments, and today they are skilled workers. The management has a fine policy of encouraging those who are ambitious and interested in textile work; these are given every opportunity to rise above the rank and file of the mills. They are promoted and advanced in wages just as rapidly as their efforts merit. It is from this class that the overseers and other responsible positions are filled.

Education is considered of great importance at the Monarch Mills. Each mill village has its modern, well equipped school building where the children are taught in the grammar grades. These school houses have been built by the Monarch Mills and are supported largely by mill funds since they are such large taxpayers. After the grammar school many of the children go to the higher schools of the towns of Union and Lockhart, as the case of residence may be. These mill village children are just as bright and apt as children from



(1) SCHOOL BUILDING, (2) MILL VILLAGE, (3) BAPTIST CHURCH, (4) DEPARTMENT STORE AT LOCKHART.

Monarch Mills



OTTARAY MILLS OF MONARCH MILLS, UNION, S. C.

homes of any other class of citizens, and they are just as merry and care free.

Besides the day schools each mill has its night school for the adults and there is a very good attendance.

The Monarch Mill plant at Union has its own churches built by the mills and supported by the denominations plus liberal donations from the mills. Mill people are naturally very much interested in church work and they devote a great deal of time to the activities of the church and Sunday school. They believe firmly in the precepts of the Bible and try to live by them and teach them to their children.

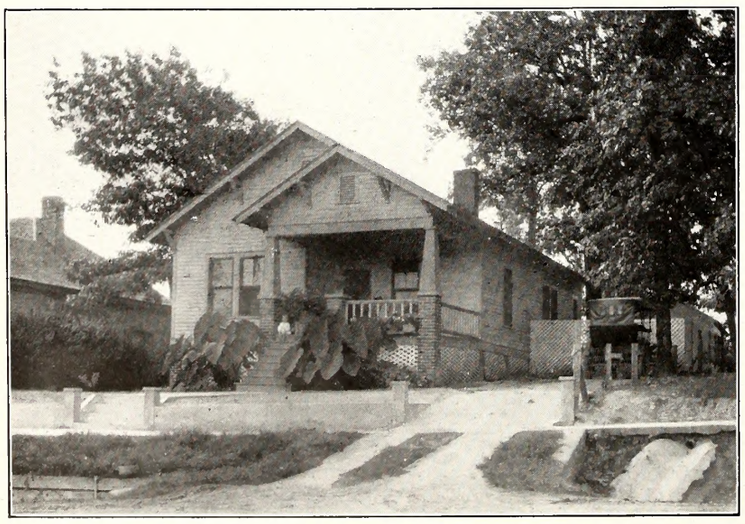
A definite line of welfare work is carried on under the direction of the management and wonderful results are being gotten and much interest manifested in it. A modern, well equipped community house is the center of all welfare work in the village. This building is attractive in architecture and grounds, the interior is convenient and comfortable and especially adapted for the use of the people. Pleasant reading rooms, gymnasium, baths, lockers, rooms for classes in domestic science, club rooms, auditorium for large civic and social affairs.

The Monarch Mills at Lockhart, S. C., are older than those at Union, S. C., but they are equally as up-to-date. The mill building is four stories with just as much attention given to making working conditions all that could be desired. The equipment consists of 57,184 spindles and 1,700 looms, 4-yard sheetings and prints are manufactured. F. D. Lockman is the capable superintendent. Mr. Lockman is a man of recognized ability, quite popular with his help and very much interested in their welfare.

The mill village at the Monarch Mills, Lockhart plant, has a population of about 1,700 inhabitants. Some four hundred houses have been built in the pretty little village, just as attractive in every respect as the homes in other Monarch Mills communities, equally as modern in equipment. The village is beautifully situated on an elevation overlooking the river and the inhabitants are very proud of their little town and endeavor to keep it neat and clean and to beautify it by planting flowers and vines about their homes.

Monarch Mills, Ottaray Plant, at Union, S. C., is the third plant included in the group. This plant was founded in 1900. The building is of modern mill construction, two stories, built of brick, and is of the same type as the other plants, modern in every way. The equipment consists of 24,704 spindles and 540 looms operated by either steam or hydro-electric power. Fancy dobby shirtings are manufactured, and here, as in the other two mills, the goods are of a very high standard of quality.

T. J. Glenn is manager of the plant and W. O. Holliday, superintendent. These two men are well known for their expert knowledge of the textile business. They are intensely interested in making a splendid success of their mills, but they are no less interested in the welfare of their operatives. Mixing and mingling with them daily in a most democratic manner, they become very well acquainted and know just the things to do that will be of the most benefit to them.

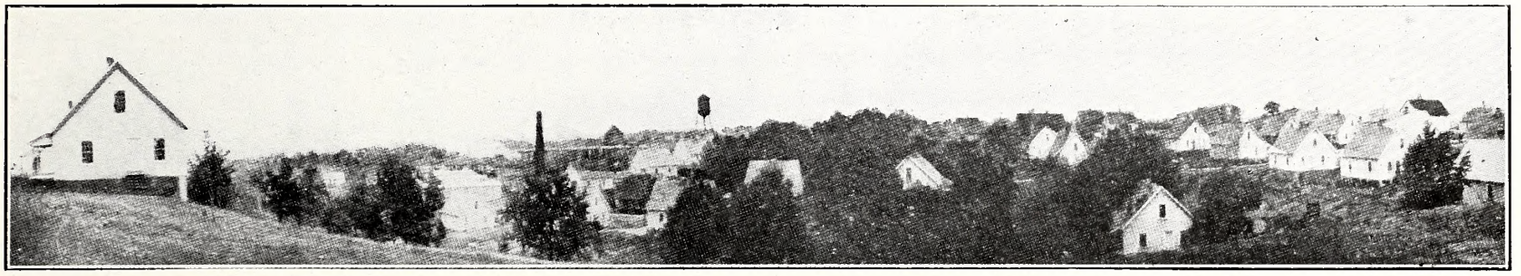


HOME OF MANAGER GLENN



Y. M. C. A. AT OTTARAY MILLS

Excelsior Mills



PANORAMA OF EXCELSIOR MILLS VILLAGE, UNION, S. C.

No nicer place could be found to work than in the Excelsior Mills, at Union, S. C. The very outside appearance is so attractive one knows instinctively that the interior must be equally as cool and pleasant and inviting in every way. A careful study of the interior picture which is shown on this same page will show positively that the working conditions are just as pleasant and comfortable as possible. The bright faces of the operatives show that they are people of intelligence and skill, interested in their work and just when the picture was made it was just impossible to keep that look of pride in the mills out of their faces.

Working conditions at the Excelsior Mills are Excelsior, living conditions are Excelsior and the beautiful mill village is Excelsior. The vilage contains ninety-two attractive cottages, neatly painted in pleasing colors, not all alike which gives a monotonous appearance. There are from three to six rooms in each house so that the operative may find one to fit his family; they are modern in equipment and conveniences, having water, sewerage, a garden spot, lights, lots of flowers, and other attractions.

The Excelsior Knitting Mills were founded by William A. Nicholson and Emslie Nicholson in 1896 and since the time of establishment the plant has been most successful with a continuous expansion and growth.

The present officers are Emslie Nicholson, president, and W. S. Nicholson, treasurer. Men who are noted for their democratic ideas in dealing with their employees, and who are ever alert for ways of improving conditions in the factories and homes. The name of Nicholson is synonymous with progress and success at Union, S. C. It is a name associated with many of the finest enterprises of Union and one that is not only well known throughout the State, but through the South.

It would be difficult to find a more beautiful place than the Excelsior Knitting Mills. It is easy to see that a taste for the aesthetic is displayed in the pleasing environments.

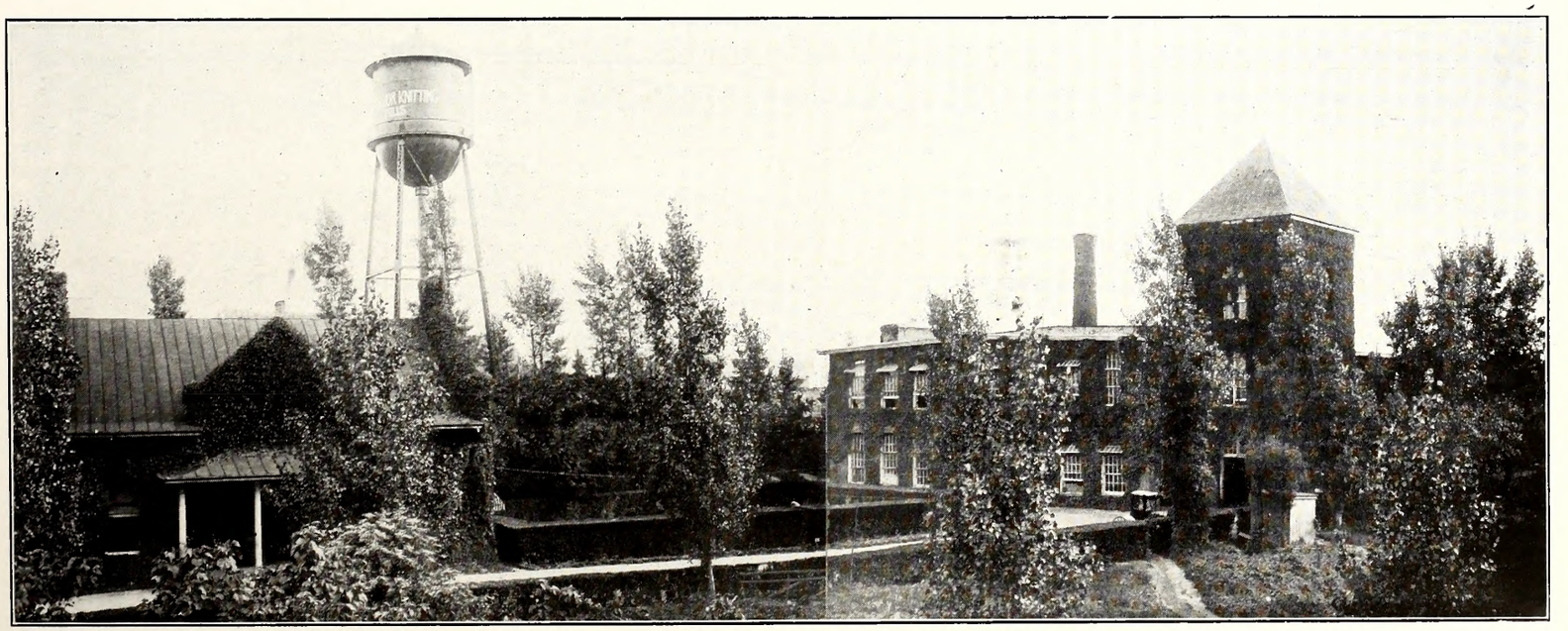


KNITTING ROOM OF EXCELSIOR MILLS

The buildings are up-to-date in every respect, and contain 5,600 spindles and 360 knitting machines, 230 Standard "B", 164 needle, and 120 176-needle Scott & Williams Model G and Model K-G machines. The dye house and finishing building is separate from the main mill, and is supplied with Paramount drying forms and rotary hosiery press. The products of the mills are cotton hosiery and hosiery yarns.

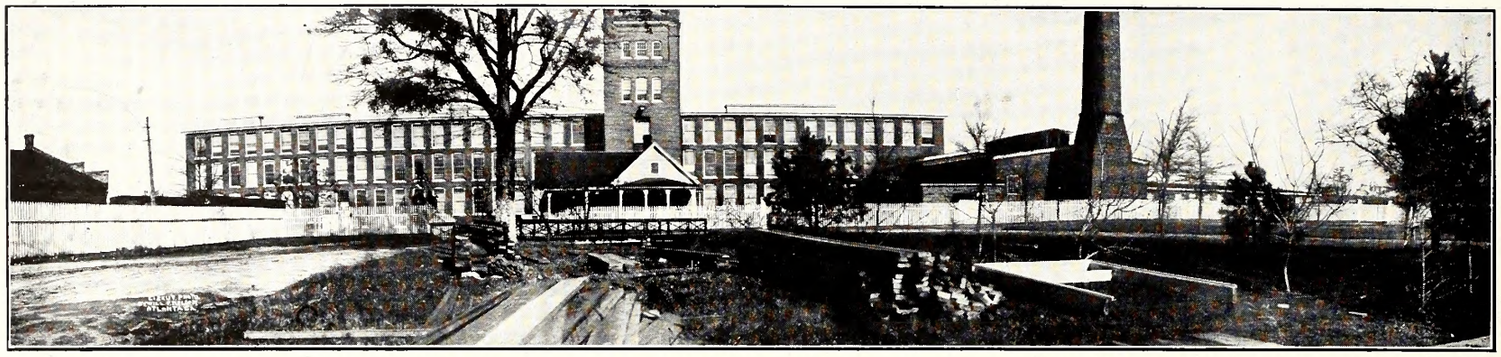
The mill buildings are surrounded by 100 cottages, all of which are equally well constructed and contain from three to six rooms. The houses have open fireplaces and are supplied with modern bath rooms containing automatic water closets and porcelain lined bath tubs, while the kitchen is supplied with a porcelain sink; so that all the houses have all the modern improvements including electric lights, of the city.

In addition to the cottages in the village there is a reading room, or assembly hall, and a community house, playground and basket ball court, also a tennis court. A trained worker is employed by the management to look after the welfare work of the village and a great deal of money has been spent in this work, with the most gratifying results.



EXCELSIOR MILLS, UNION, S. C.

Langley Group of Mills



THE AIKEN MILLS, BATH, S. C.

The Aiken Mills are located at Bath, S. C., and are under the management of W. C. Langley, president; Geo. E. Spofford, vice-president and general manager; Geo. E. Leonard, secretary and treasurer; David Tousignant, superintendent, and Arthur Tousignant, assistant superintendent.

Under the management of Mr. Spofford, the Aiken Mills have been most successful and prosperous. They have a capital stock of $750,000; the product is fancy dress goods, specialties and novelties. Mr. Spofford is a man of sound business sense and fine judgment, as well as progressive ideas. The same broad policies that maintain at Langley and Seminole Mills are followed out at the Aiken plant.

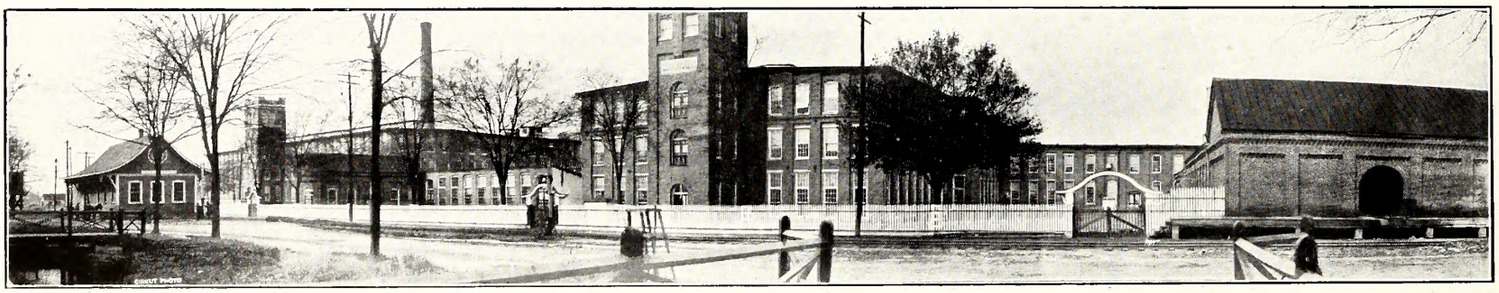
The Aiken Mills are beautifully located, the buildings are of modern mill construction with every precaution taken to safeguard the health and comfort of the operatives. The equipment consists of 32,832 spindles and 784 looms, driven by electricity, and requiring 400 operatives.

The village is a model in every respect; beautiful cottages with all modern city conveniences, situated on well kept, well shaded streets. The population is 750 just about as satisfied individuals as can be found anywhere. No one can go into this mill community without being quickly convinced of the sincerity of the management in its efforts to help their operatives. A trained welfare worker is in charge of the welfare work and devotes her entire time to it. Her efforts have met with wonderful results. There is a Day Nursery and Community House where the welfare worker has her socials and classes in domestic science, sewing, etc. Every individual finds a hearty welcome at the Community House at all times and is sure of the sympathy and kindly advice of the director in any matter presented for her consideration.

There is one common link between operative and employer in Southern cotton mills, both having been born in the Southland, speak the same tongue and this does away with the necessity of having written orders in several different languages. There is a warm friendly feeling between the two which works to promote the common interest of both.

No factor in the entire South is doing more for the poorer class of its white citizens in the matter of educating them and raising them to a higher plane of citizenship than are the great cotton mill industries which are so numerous. The welfare work at Aiken is under the direct supervision of the management and the results coming from it are marvelous in their wide scope.

The people have been taught to take a pride in their homes and to keep them nice and clean and perfectly sanitary. They have plenty of room for raising their own vegetables at the back of each cottage.



THE LANGLEY MILLS, LANGLEY, S. C.

The Langley Mills, located at Langley, S. C., were reorganized in 1915. W. C. Langley is president; Geo. E. Spofford, vice-president and manager; Geo. E. Leonard, secretary and treasurer; David Tousignant, superintendent, and J. A. Astille, assistant superintendent. Capital stock, $996,000; 46,720 spindles, 1,090 looms. Sheetings, shirtings, osnaburgs and drills are manufactured, the high grade of which makes the product of these mills in great demand in the markets.

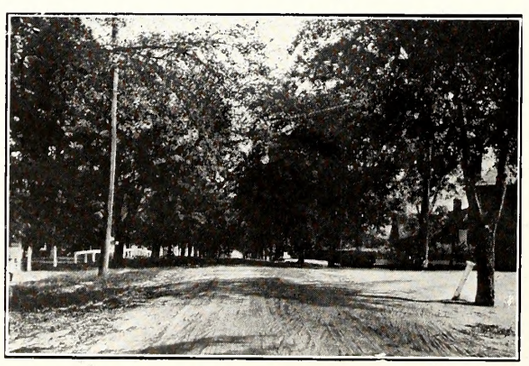
Six hundred and fifty persons are employed in these mills and live in the beautiful little village of Langley, which has a population of 2,000. These are 398 homes in the village, all of which are kept in excellent repair. A great many of them are equipped with sewerage and water works, while all are lighted by electricity. Both mills and village present a most pleasing aspect.

The Langley Mills are situated in the famous Horse Creek Valley, eight miles from the famous winter resort of Aiken, and seven miles from the historic old city of Augusta, Ga. Both cities are conveniently reached by electric and steam railways.

Welfare work in the village is carried on by an experienced worker. She has a house all fitted out for her requirements where she can conduct her classes in canning, domestic science, sewing, hygiene, etc. She is most painstaking in her work and wonderful results have been accomplished, as is evidenced by a visit to the homes of the village folk. This Community House is also used for any sort of public meetings whether for business or pleasure. There is an Athletic Hall used for dancing and general indoor sports. It is equipped with pool tables, moving picture machine, etc.

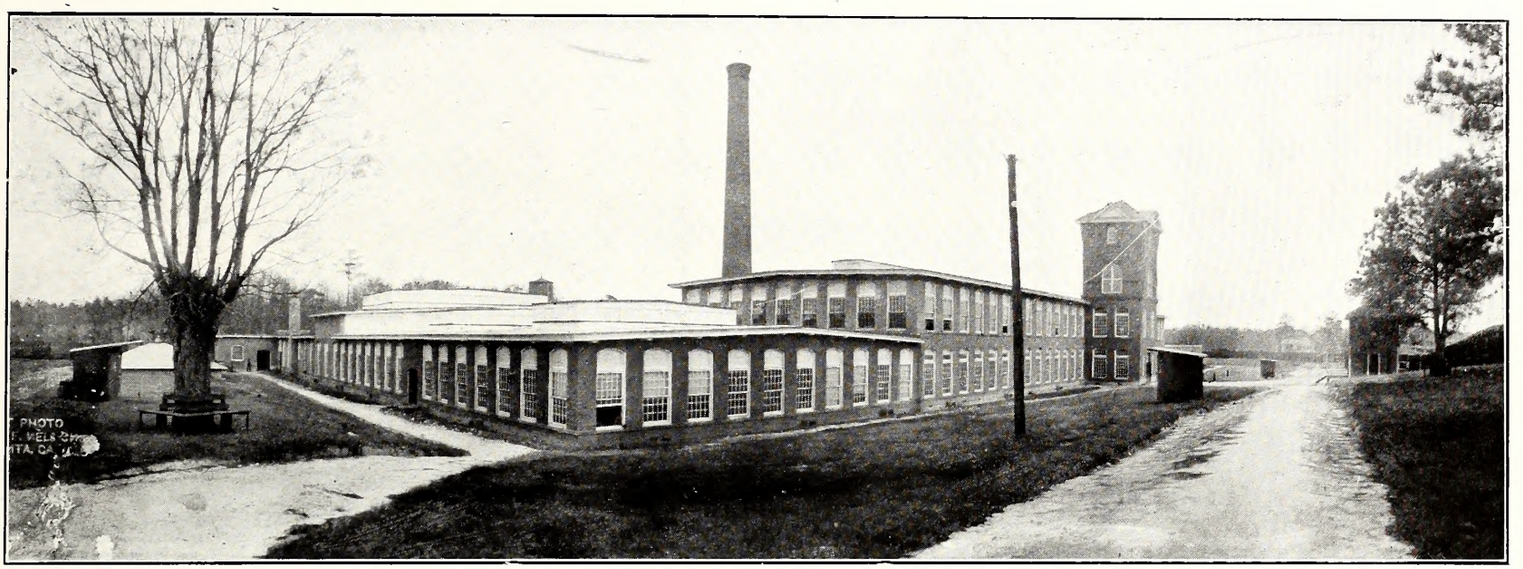
A Day Nursery, in charge of an experienced attendant, is a great source of comfort to those mothers who are employed in the mills, the children are looked after carefully, fed and bathed and kept clean and amused.

No wonder there is so little turnover, and that the people are so thoroughly happy and contented.



STREET AT LANGLEY, S. C.

Langley Group of Mills



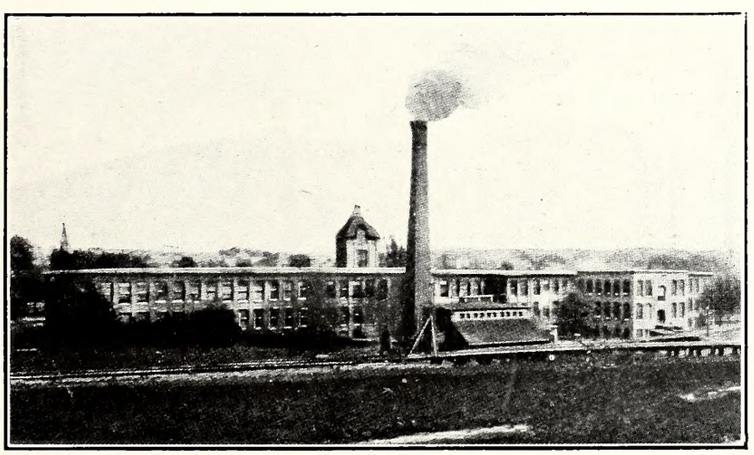
THE SEMINOLE MILLS, CLEARWATER, S. C.

The Seminole Mills, Clearwater, S. C., are owned and operated by the same company as the Langley and Aiken Mills, with the same officers. They were reorganized in 1915, with a capital stock of $288,000; they, too, make sheetings, drills, shirtings and fancies. The equipment is operated operated by steam; there are 23,104 spindles and 508 E. Model Draper looms. The mills, as one may see from the accompanying cut, is a beautiful, clean plant, modern in every respect.

A modern school building with three teachers in charge furnishes ample facilities for the 80 pupils who go to school in the village. This school was built by the mill company and they are intensely interested in the children, urging the parents to send them to school regularly.

A union church, built by the management, provides a pleasant place of worship for the mill operatives and their families. Mill people are naturally inclined to an active interest in religious affairs and a number of them here take an active part in the work.

A trained welfare worker is in charge of the Community House and welfare work of the village and is doing an excellent work in training the women and young girls of the community. She instructs them in domestic science, sewing, hygiene and other household arts. There is a Mothers' Club that is such a help to those mothers who have young children. Train the mothers to keep their homes in a comfortable, sanitary manner and raise their children in accordance with hygienic laws and they will do more than any other element toward raising the standards of the community.



ANDERSON COTTON MILLS NO. 1

The Anderson Cotton Mills, of Anderson, S. C., are also under the same management as the Aiken, Langley and Seminole Mills. W. C. Langley, of New York, is president; Geo. E. Leonard, of New York, is secretary and treasurer; Jas. M. Cathcart, assistant secretary and treasurer, and Geo. E. Spofford, vice-president and general manager. Frank J. Clark is the efficient superintendent, assisted by P. W. Ellis.

The Anderson Cotton Mills are capitalized at $800,000 and have 71,392 spindles and 1,920 looms.

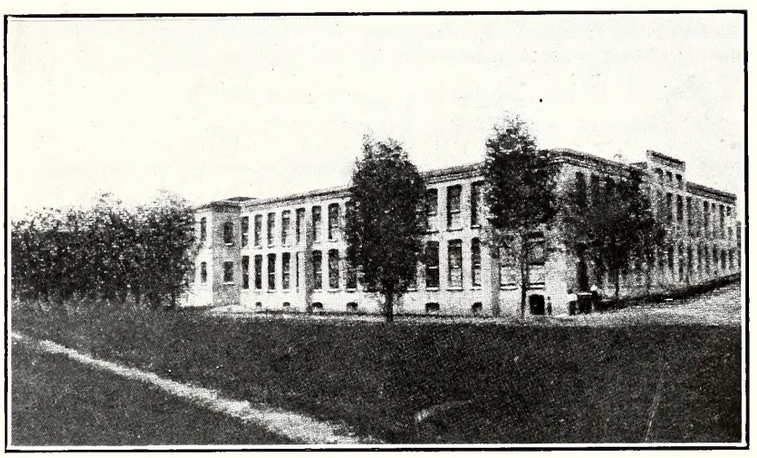
They manufacture high grade wide print cloths and have been very successful in recent years.

Located within the city limits of Anderson, the mill people have the advantage of being able to attend the city churches and sending their children to the city schools.

The mill village is located around the mills and the houses are kept in perfect repair.

Superintendent Clark takes a pride in looking after the welfare of his operatives and keeps in close personal touch with all of them.

There is a cafe provided for the operatives who work at night in order that they may have a hot meal at the midnight hour.



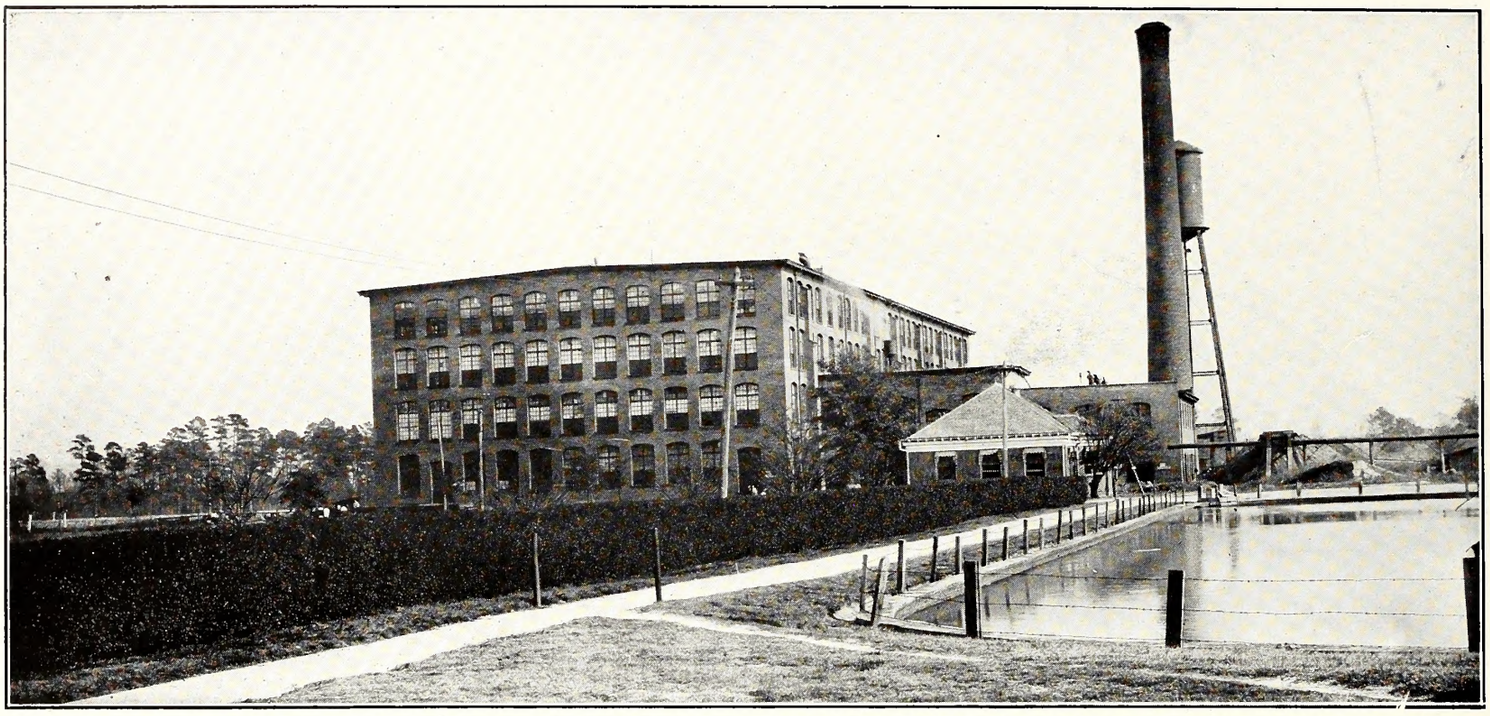
ANDERSON COTTON MILLS NO. 2

After a family comes to Anderson Mills and lives in the village for a few months it would be hard to associate them with their former conditions. The improvement is rapid and complete. Especially is this true of the young people, for youth responds more quickly to changes in environment and conditions than do older people. They enjoy many luxuries of life such as victrolas, automobiles, nice furniture in their homes, pianos, good clothes, etc. Many have good savings accounts and a number have property.

The many splendid advantages offered the operative who is so fortunate as to be employed at the Anderson Cotton Mills are too numerous to be described in this article, but some of the most noteworthy are mentioned.

The Anderson Cotton Mills boasts that its help seldom leaves them. There is little to wonder about in this statement when one considers the many fine opportunities and advantages offered the operatives. A large number of the operatives have been with the mills for many years and some have grown old in service.

Hartsville and Darlington Mills



HARTSVILLE COTTON MILLS, HARTSVILLE, S. C.

One of the most progressive and prosperous industries of Hartsville, South Carolina, is the Hartsville Cotton Mills. This mill is of modern mill construction, built with the most careful thought and consideration for the best working conditions for the operative. The very best systems for heating, lighting, ventilating and humidifying have been incorporated in the mills. Artificial lighting is done in an indirect way, shedding a soft white light that relieves the operative of all danger of eye strain. The entire plant is kept most sanitary inside and out, pure drinking water is piped through sanitary fountains over the mills, and every convenience is provided for the employees.

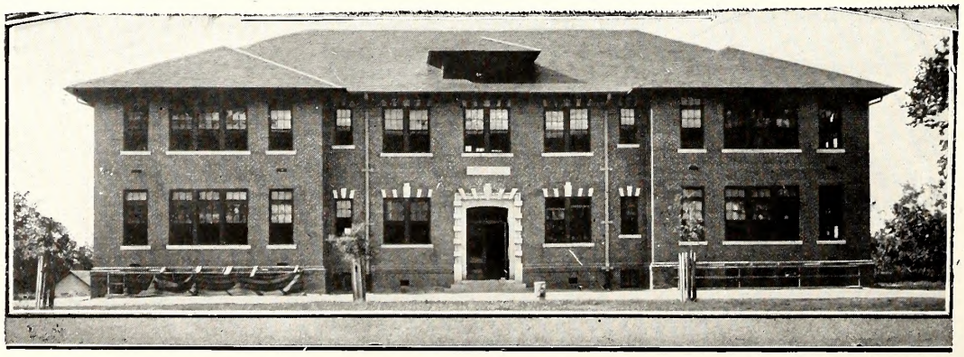
The equipment consists of 38,280 spindles and 880 Draper 40-inch looms. Print cloths are manufactured, the quality of which is so superior that they are very popular in the market. The environments in the mills are very pleasant indeed. The operatives are a fine lot of people, intelligent looking, with rosy coloring and bright eyes. Their quick, easy movements show that they are healthy and strong. Interested in their work, they take a loyal pride in the mills and in keeping up a high standard of quality. The operatives are very responsive to the kindly consideration of the management and there is a fine sympathetic understanding between the two.

The Hartsville Cotton Mills were founded in 1900 by that splendid financier, Mr. C. C. Twitty, who has always been the guiding genius of the organization, as president and treasurer. Mr. Twitty is a gentleman of broad vision and democratic ideas. These fine qualities, coupled with his untiring energy and good, hard common sense, have made a magnificent success of the business. Mr. Twitty has the happy faculty of being able to select men of fine judgment and good business ability as his associate executives; men who are heartily in sympathy with his ideas of management and treatment of the employees. Mr. Twitty credits much of the success of the Hartsville Mills to the late secretary of the mills, Mr. John W. Ferguson, who was associated with Mr. Twitty for eighteen years. A gentleman loved and respected by all who knew him because of his genial manner and cordial interest in his operatives and his splendid cooperation with his associates. Another gentleman who has done much in the development of the mills is M. T. Twitty, secretary, who has practically the entire management of the Hartsville Mills.

Mr. C. C. Twitty was one of the first men in the South to take up a special line of welfare work, as it was called some 20 years ago. Welfare work "originally meant" anything for the comfort and improvement, intellectual or social, of the employees, over and above the wages paid, which is not a necessity of the industry nor required by law. Welfare work has been used both wisely and unwisely. Sometimes the employer has been very sincere in his interests for his people, sometimes it has been merely an ostentatious and extravagant hobby of the management. In the last few years the term "Welfare Work" has not been so much used because of the implication of condescension which it conveyed to the worker, but the service, itself, stripped of needless extravagance, is now more intelligently and helpfully practiced. It is no longer regarded as gratuitous. It is firmly established in the service systems of the most progressive plants and is regarded at once as good business and good morals.

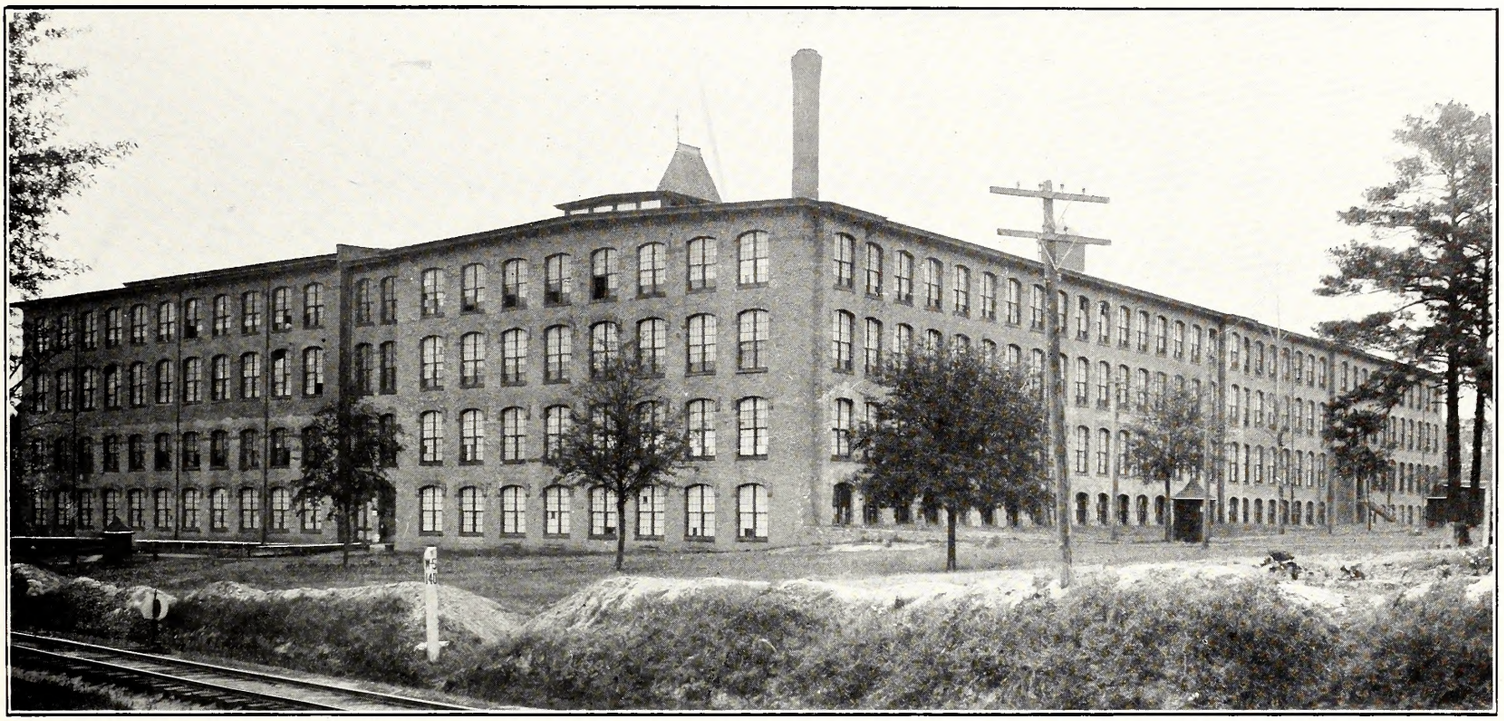
Mr. Twitty has always been most intensely interested in his operatives and has threshed this matter out to a very fine point. A careful study of the psychology of the wage earner has shown that he like every other class of citizen prefers to work out his own salvation, make his own errors and correct them, and desires to express himself in his leisure and social activities rather than follow the well laid out plans of others. Mr. Twitty, realizing this, has employed the services of paid directors who are thoroughly competent and possessed of such delicate tact and judgment that they simply direct the people, without seeming to do so, along lines that are consistent with the situation and agreeable to the operative.

Mr. Twitty, being a wise and farseeing employer, has taken pains not only to see that the children of his mill operatives have a chance for an excellent education in the splendid graded schools of Hartsville, but he is endeavoring to enlighten his employees. He tries to give them such information and afford them opportunities for question and discussions as will enable them to decide and act with intelligence. He realizes that education is the great factor to solve all problems and is anxious to have intelligent, educated operatives. It is be-



HARTSVILLE GRADED SCHOOL

Hartsville and Darlington Mills



DARLINGTON MANUFACTURING COMPANY, DARLINGTON, S. C.

cause of this humane interest in his operatives that there has never been any friction or unrest among the operatives of the Hartsville Mills.

The mill village is strictly modern in every respect, very beautifully planned and developed with well paved streets and sidewalks, nice shade trees, lots of shrubbery, vines, hedges and flowers around the mills and throughout the village. The homes built for the use of the operatives are most attractive. They are equipped with water, sewerage, sinks in the kitchens, built-in cabinets, closets, porches, screens, and are homes that any citizen in ordinary life would be proud to live in. Ample space goes with each cottage for a good garden and flowers and lawn.

The Hartsville Cotton Mills was one of the first mills in the South to have built a very handsome Y. M. C. A. in the village and employed a paid secretary to direct the work. This building is very complete in the matter of equipment, having swimming pool, lockers, shower and tub baths; large, comfortable reading room, a splendid gymnasium, and everything that goes to make up a modern Y. M. C. A.

Besides the many advantages offered the operatives by the management, they have the added attractions and opportunities offered by the city of Hartsville, such as splendid churches, libraries, amusements, high schools. The mills pay one-fourth of the taxes of the town and naturally the children of the operatives go to the public schools. The management discourages separate schools and churches for their people, believing that it is better for them to mix and mingle with the other citizens of the town.

The Darlington Manufacturing Company, at Darlington, S. C., is under practically the same management as the Hartsville Cotton Mills. The executives are: G. H. Milliken, New York, president; C. C. Twitty, of Hartsville and Darlington, treasurer and general manager; W. F. Twitty, assistant treasurer; C. L. Gilbert, superintendent.

The Darlington Mills are much older than the Hartsville plant. They have a capital stock of $1,000,000. Mr. C. C. Twitty took over the management of the Darlington plant in 1906 and under his able management there has been a vast change in the mills. The mills have been modernized and brought right up-to-date. The buildings have been remodeled and renewed where necessary and the old equipment is now being discarded for the very newest and most up-to-date. The equipment consists of 51,392 spindles and 1,243 looms. The products are print cloths and fancies.

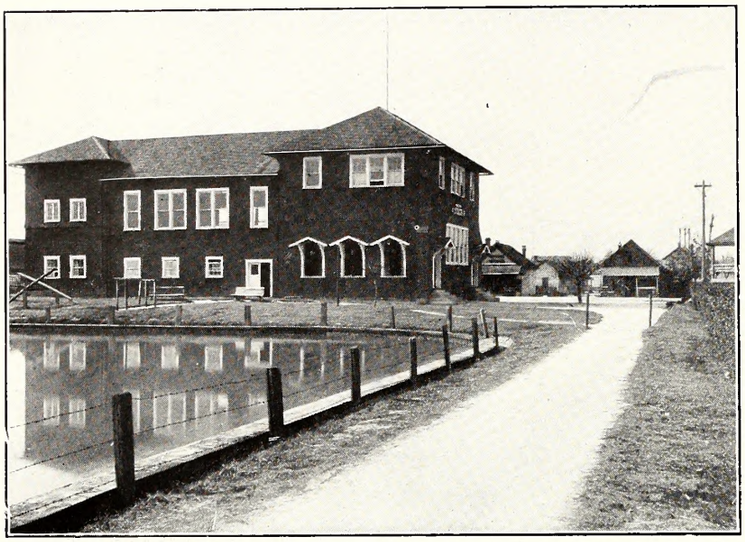
The mills and the mill village are beautifully located on a well drained site. Environment has a great deal to do with the frame of mind and surely no one could desire a prettier place in which to work than the Darlington Manufacturing Company, with its beautiful shade trees, hedges, bright flowers and green lawns. The interior of the mills has been made equally as attractive with fresh white walls, soft white lights, spotless floors and shining woodwork. Each group of machinery has its own individual motor, thus reducing danger of accident to the minimum. Pure fresh water has been piped throughout the mills and comes bubbling up cool and refreshing in sanitary drinking fountains. Here and there at the ends of the long rows of machinery comfortable seats have been placed for the use of the operatives when there is a minute of leisure. Everything has been done to make the working conditions as pleasant and healthful as possible. The same fine policies and humanitarian ideas are in effect at the Darlington Manufacturing Company as are in operation at the Hartsville Cotton Mills and the same splendid results are being obtained from them. To the observer, a most interesting feature of the cotton mill business in the South is the fact that the cotton mill owners are so enthusiastic about their help and every one of them will state most emphatically that "better help cannot be found anywhere than in his own particular mills." Mr. Twitty and his associates are far from an exception in this matter. Indeed, Mr. Twitty will wax very eloquent when the subject is brought up.



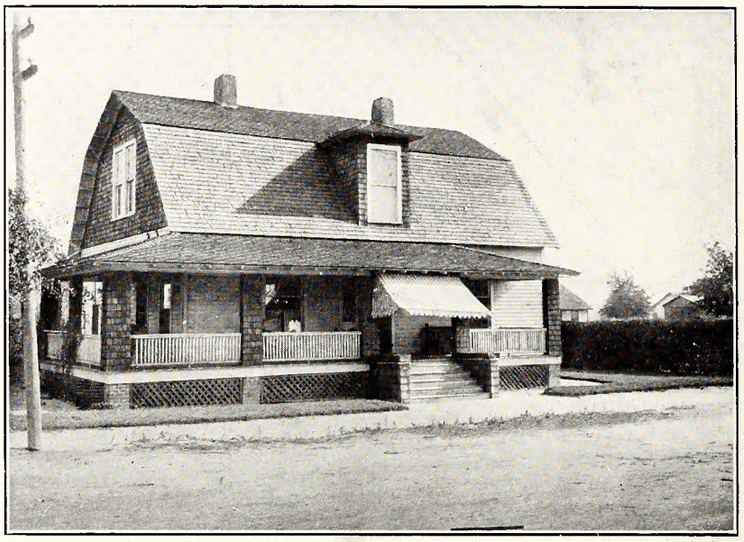
DARLINGTON Y. M. C. A.

At each of these mills every effort is made to provide for the comfort and general welfare of the operatives. The mill village at Darlington is equally as attractive as the one at Hartsville. The cottages are strictly modern, of pleasing designs of architecture and incorporating all conveniences of the town house such as water, sewerage, electric lights, bath tubs, screens, kitchen sinks, etc. Here, as at Mr. Twitty's Hartsville village, the people have been taught to regard property rights and to enhance the beauty of their homes by planting beautiful flowers, trees and vines. There is a Canning Club for the women and girls of the village and splendid results have been obtained under the direction of the

Hartsville and Darlington Mills



Y. M. C. A. AT HARTSVILLE COTTON MILLS



COTTAGE AT HARTSVILLE COTTON MILLS

county demonstration director. Various clubs for the improvement and advancement of the operatives and their families are under the direction of competent leaders.

The operatives are a sturdy, hard working class of help. They are not the "poor, anemic, down-trodden, cotton factory hand" of yellow journalism by any means. Instead they are robust and healthy, with bright eyes, good coloring and an eager interested expression. If questioned as to the treatment they receive at the mills they will very quickly reply that they much prefer their work and their hours in the cotton mills with a half holiday on Saturday ,than the work that is required of clerks in grocery stores, dry goods stores, and many other places.

Both Hartsville and Darlington Mills have a fine large Y. M. C. A. building which is used as a community center and the whole-time secretaries employed by the mills care for all phases of the welfare work. Each Y. M. C. A. building is equipped with everything modern such as swimming pool, baths, showers and tub, individual lockers for men and women, gymnasium, reading room, basket ball court, etc. Certain nights and days are set aside for the women and girls to use the various facilities of the Y. M. C. A. and they seem to enjoy it and get as much pleasure out of it as the men do.

One of the most novel innovations to be found in the entire South was put into effect by Mr. C. C. Twitty at both the Darlington and Hartsville Mills several years ago. It is simply a plan whereby the affairs of the mill, as relating to employer and employee, are governed by what is called the Board of Operatives, composed of twelve men elected by the operatives themselves. The board has general supervision and authority to suggest to the management such improvements as may occur to them regarding the operation of the mill or the general welfare of the employees. In turn, if any matter should come up and no satisfactory settlement be reached, an appeal may be made to an Advisory Board, composed of three members representing labor and three members representing capital. On this Advisory Board the executive secretary casts the deciding vote, in case of a tie. Under the plan the employee is granted a knowledge of the business, is self governed, and share equally with capital the profits which, through co-operative effort, have created. The plan is democratic in that labor and capital are equally represented, avoiding conflict, and sharing equally in the earnings of the mills after certain agreed upon expenses are deducted.

The payment of around $40,000 to the operatives of Hartsville Cotton Mills and Darlington Manufacturing Company the last of June, 1923, as their share in the profits of these two cotton mills for the past six months, is further testimony as to the effectiveness of the "industrial democracy" plan of co-operation between the management and the operatives of the two mills. The dividend, which by the plan is not considered as a bonus, nor is it a payment of back wages, this time is the largest that has yet been paid the employees of the two mills. It was made possible over the six months period by the fact that the management was particularly fortunate in the purchase of raw cotton and in the sale of the manufactured product, and especially was it made possible by the interest manifested by the operatives in getting large production. It was made possible not by the work of the management, nor by the work of the operative, but by the combined effort of the two.

The $40,000 paid out to the operatives as a dividend was deposited for them in a local bank, two banks being used in Hartsville and two in Darlington, and each employee was given a bank book showing the amount to his or her credit. Much of this money they have left on deposit, which represents to them a profit on their months of labor, for in addition to the amount of the dividend they have received their weekly wage, which is as high, if not higher, than that paid by other mills throughout the South. On April 1st of 1923 they were granted a wage increase of 10 per cent, in keeping with increase made by other Southern mills. The dividend is their reward for conscientious effort to give an honest day's labor for an honest day's pay—their just share in the profits they have helped to create.

It is especially noteworthy that as a result of this plan of co-operation between labor and capital a highly satisfied and contented group of operatives are found at the two mills. Since the inauguration of this plan in 1920, the moving around of mill operatives, usually an unstable and shifting element, has been so small as to become fairly negligible. There has never been a strike or lockout, or unpleasant relations between management and operatives, and the two mills rank among the most successful textile plants of the South.

Mr. Twitty, in his big generous way, credits much of the success of the Darlington plant mills to W. F. Twitty, assistant treasurer of the Darlington Manufacturing Company and Superintendent Gilbert. Mr. W. F. Twitty is universally popular with his help, always on the job and always ready to lend a helping hand to any who may be in need of assistance. Mr. Gilbert is just "one of the boys," a good mixer, capable and competent and loved and looked up to by his help.

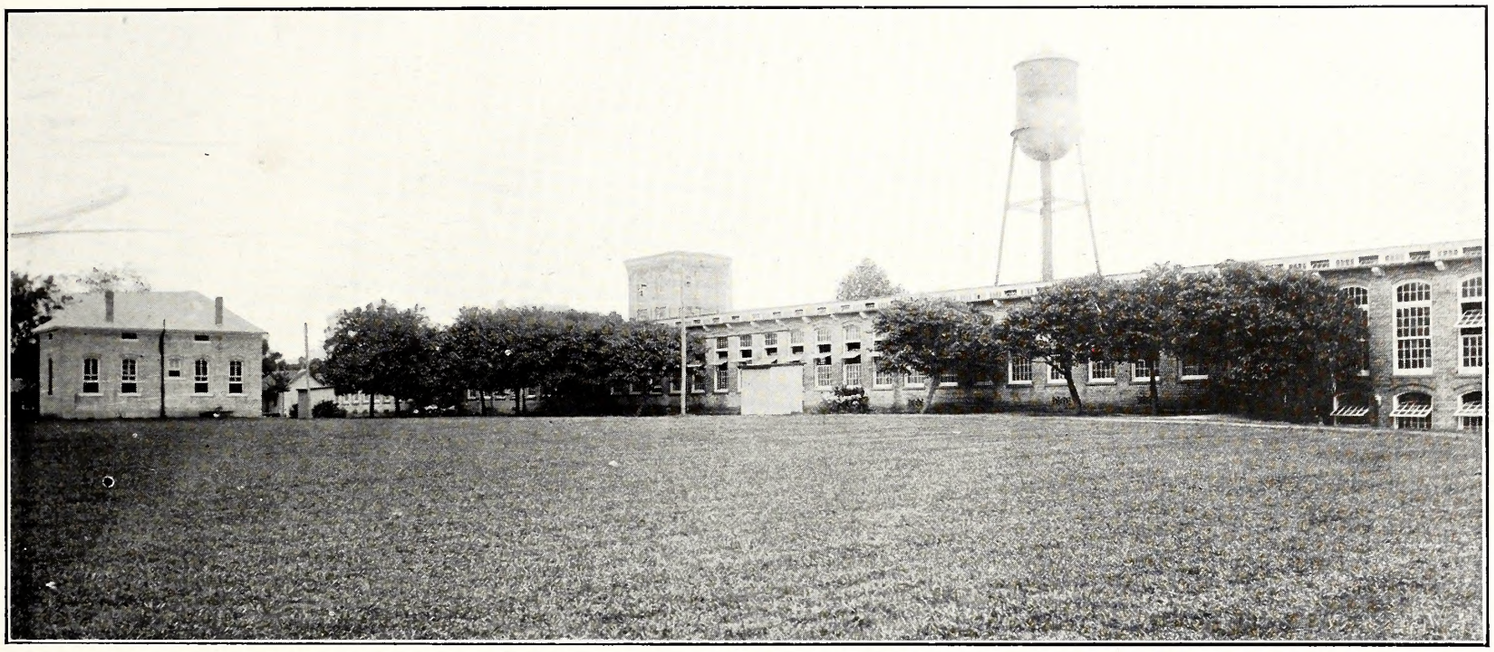
In order to keep abreast of the times around a half million dollars is now being invested in new machinery, making the mills strictly up-to-date in every respect.

Industrial democracy at these mills is no longer an experiment. It is an actual and successfully working plan by which labor and capital share alike in the proceeds from their daily labor. It is the spirit of democracy applied to industry, and it works.



CHURCH AT DARLINGTON, S. C.

Edenton Cotton Mills



EDENTON COTTON MILLS, EDENTON, N. C.

The Edenton Cotton Mills were founded in 1900 and have a capital stock of $450,000, almost all of which is owned by citizens of the little town of Edenton, N. C. An unusual this is the fact that 50 per cent or more of the stock is owned by women. The Edenton Cotton Mills have enjoyed a prosperous growth since they first started.

The executives of the company are: Frank Wood, president; W. O. Elliot, vice-president, secretary and treasurer as well as manager of the plant. J. W. Cates is the very capable superintendent, and it is due to the fine business ability and untiring energy of Mr. Elliott and Mr. Cates that the business has been so successful.

The mill buildings are two-story, brick, with fine lighting facilities and the best of devices for ventilating, humidifying and heating. A great deal of importance is attached to the working conditions in the mills. The executives believe that in order to make a success of their business they must make their operatives as healthy, happy and comfortable as they can. The equipment consists of 22,384 spindles, which are operated by either steam or electricity. The products of the mills are: 8-3, 8-4, skeins and tubes, 24-2 and 26-2 ball and chain warps, tubes and skeins.

The mill village contains about 68 houses built by the mills. These are attractive cottages of the modern mill house design. Most of them have water, electric lights and sewerage. Each house has from three to six rooms in order to accommodate the size of the family of the operatives. Each house has its ample space for raising plenty of fresh vegetables in the garden at the rear and beautiful flowers in the front yard. The entire village is lighted by electricity. The streets are kept clean and improved. This is true of the sidewalks as well. An abundance of pretty bright flowers enhance the beauty of the village and make everything look bright and cheerful.

Since the mills are located within the corporate limits of Edenton, it has not been necessary for the management to build schools for the children of the operatives.

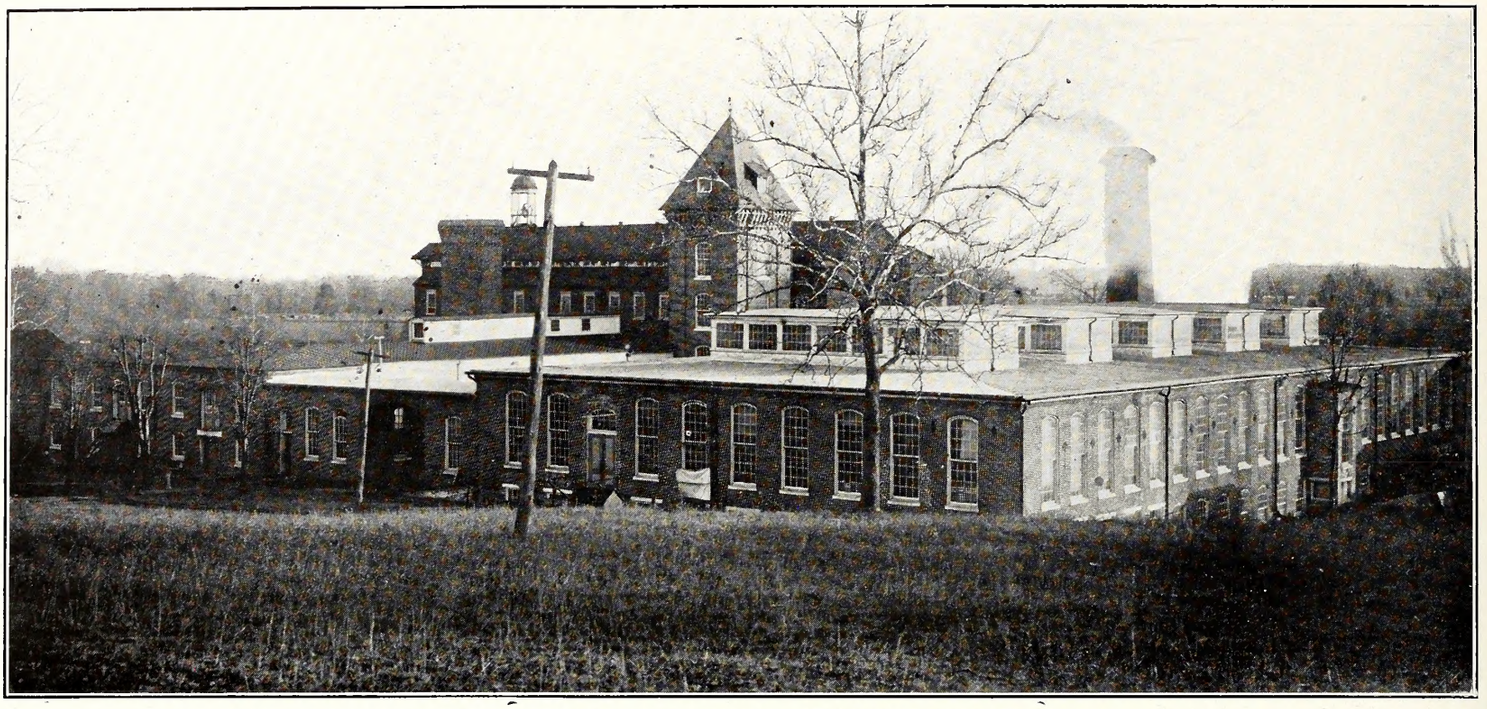


VIEW OF EDENTON VILLAGE



STREET SCENE, EDENTON COTTON MILLS

Savage Manufacturing Company



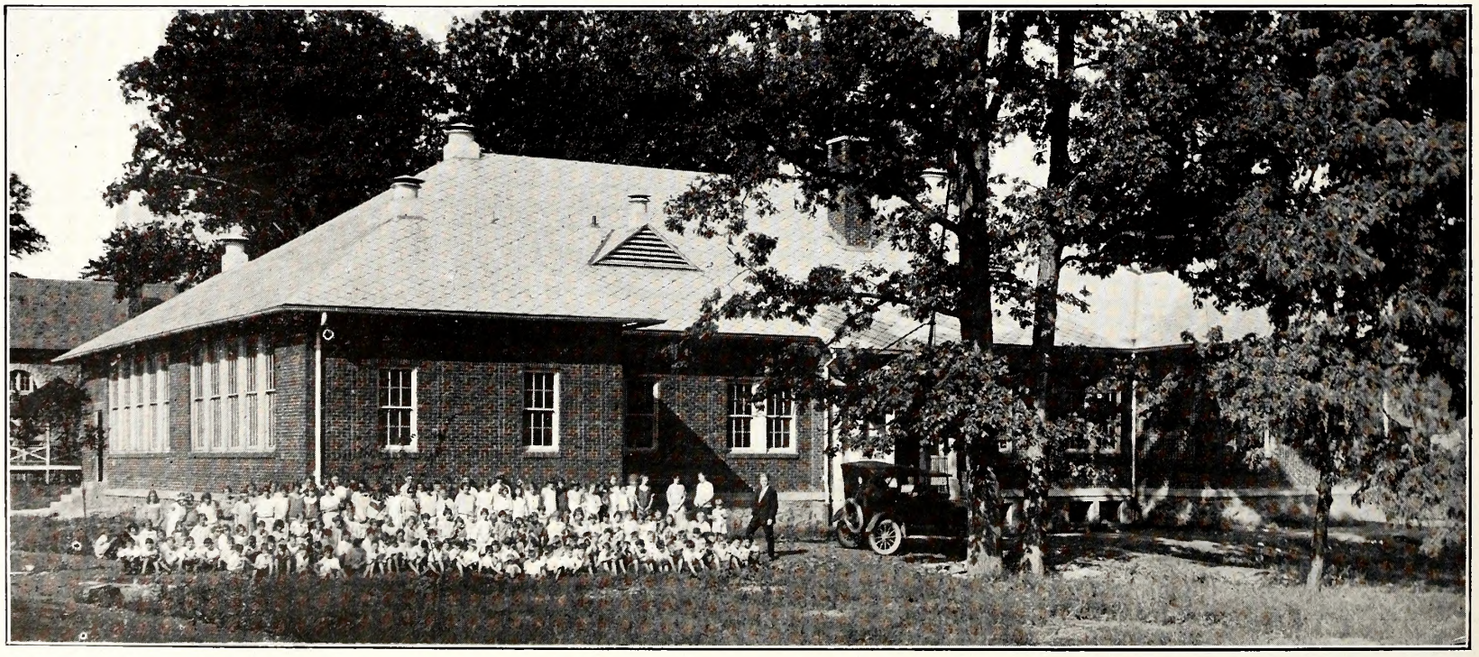
SAVAGE MANUFACTURING COMPANY, SAVAGE, MD.

This splendid mill was founded in 1856 by William Henry Baldwin and has continued in the same family from one generation to another. Always there has been a steady growth and expansion. The mills are located outside of Baltimore, at Savage, in Howard County, Maryland.

The present executives are: Rignal W. Baldwin, president and treasurer; H. M. Leslie, vice-president; Wm. E. Wall, secretary; George V. Ward, superintendent. Mr. Baldwin is one of the most enterprising men in the textile business, and, by his energy and business ability he is making a wonderful success of the mill business. He has caught the spirit and vision of his predecessor, Carrol Baldwin, than whom there was no better known textile man in the entire country. He is carrying on the business along the same lines and continuing the same fine policies of Carrol Baldwin, whose aim and ambition was to promote the welfare and happiness of the whole community. For this he thought and planned and labored. Was it of the mill? Then the best machinery must be had, the best goods in largest quantity and quickest time must be turned out; not for the company's advantage only, but that every worker should have his just and reasonable profits. Was it of the store? His injunction was to get the best goods money could buy and sell them at a price only sufficient to cover running expenses. In similar spirit, water, electricity and sewerage go to the home of every employee."

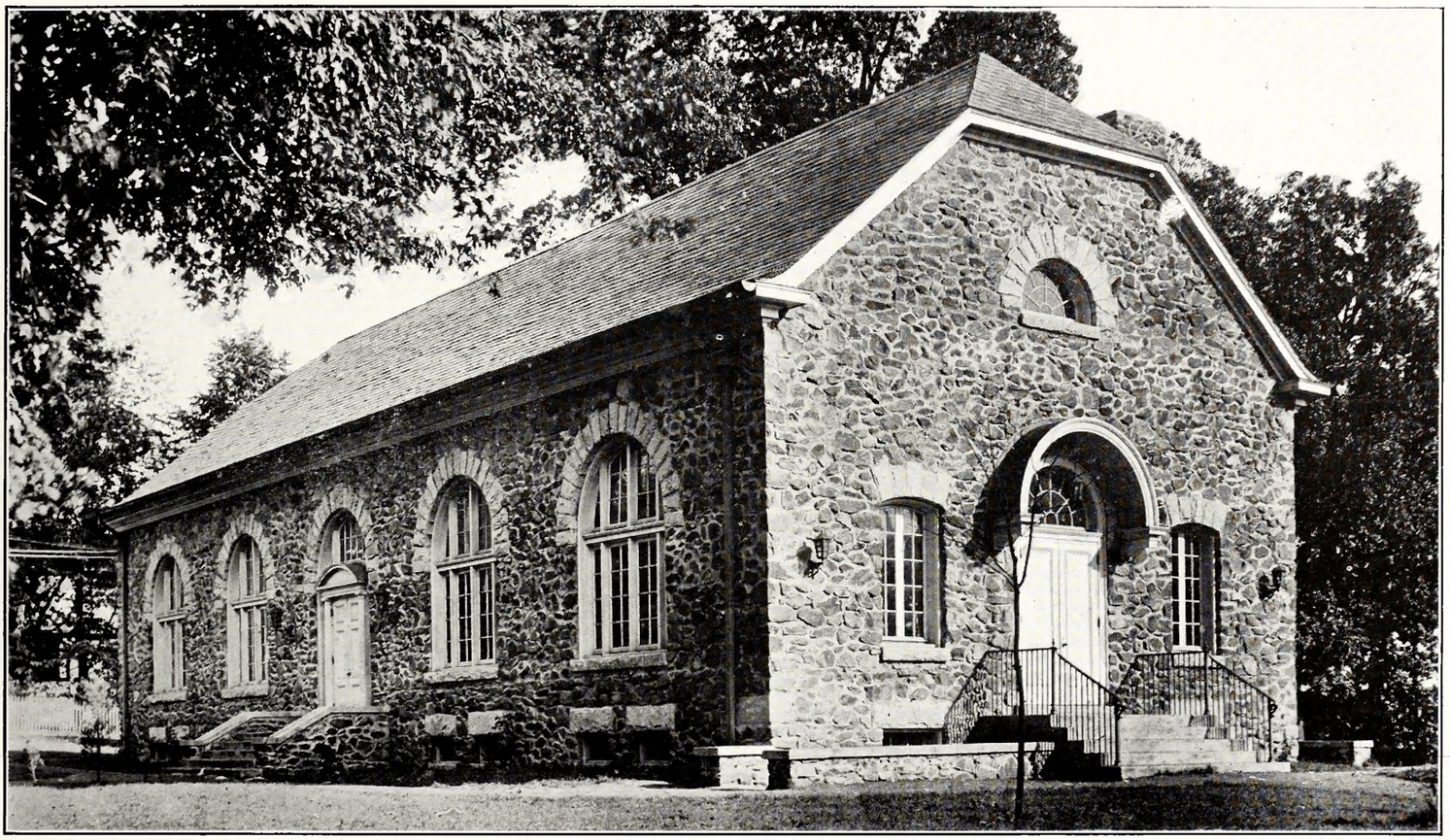
Education is considered of great importance by the management of the Savage Manufacturing Company and it has united with the county in erecting a beautiful and commodious public school building during the last year. This building, of which a cut is shown, is modern both in architecture and equipment. Six teachers are employed and there are approximately three hundred pupils in the school.

A cut of the beautiful Carroll Baldwin Memorial Hall is shown on this page, which was erected and given by the Savage Manufacturing Company, as the memorial tablet will forever say: "For the Welfare and Happiness of the Whole Community." Dr. Charles Baldwin said in his dedicatory address that it was designed for those noble uses of which the late Carroll Baldwin



SCHOOL BUILT BY SAVAGE MANUFACTURING COMPANY

Savage Manufacturing Company



CARROL BALDWIN MEMORIAL BUILDING

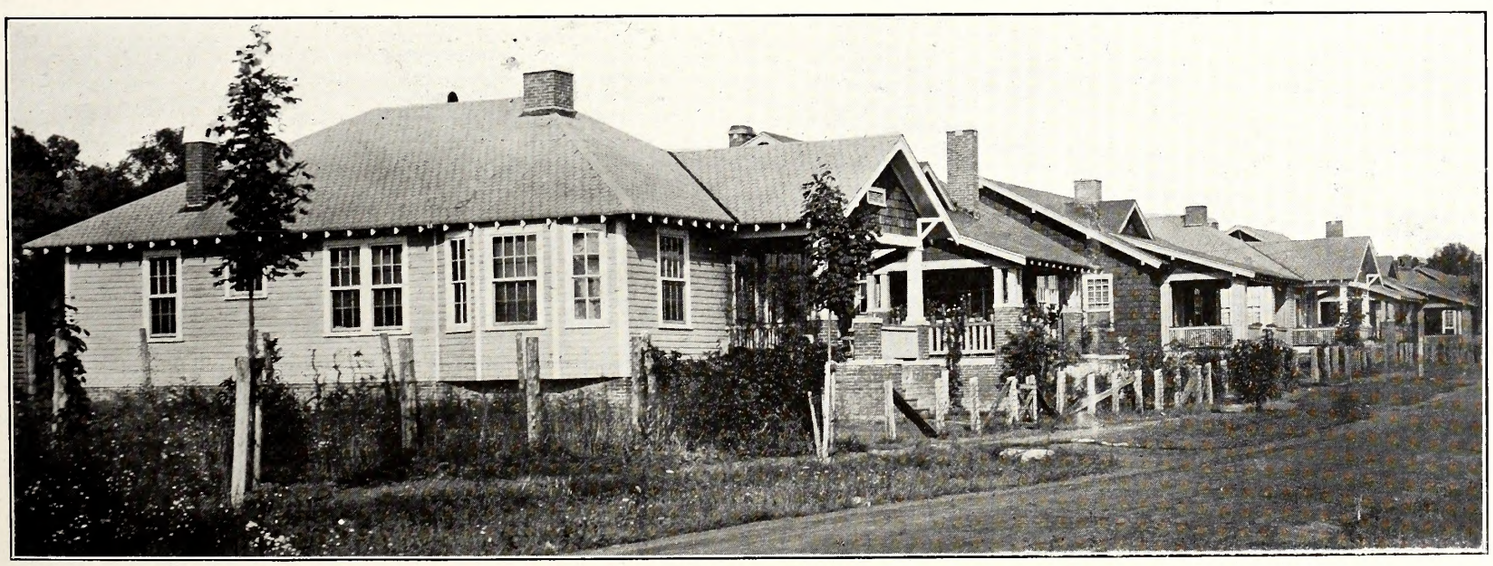
would heartily approve—"the social entertainment, the intellectual improvement and the moral welfare of this whole community."

While the mill was founded in 1856, it has been kept right abreast of the times by a consistent policy of renewal and replacement. Working conditions are both pleasant and healthful. Modern systems for heating, lighting, ventilating and humidifying, of the most approved types, have been installed, and every consideration given to the making of a comfortable condition. The equipment of 12,000 spindles and 165 looms, driven by electricity generated by water and steam turbines, are up-to-date and designed to give the greatest efficiency. The products manufactured are wide and sail duck, belting and hose duck, paper felts.

Three hundred and forty operatives are employed in the mills. They are fine men and women who show by their intelligent expressions and well nourished bodies that they are working under the most satisfactory conditions.

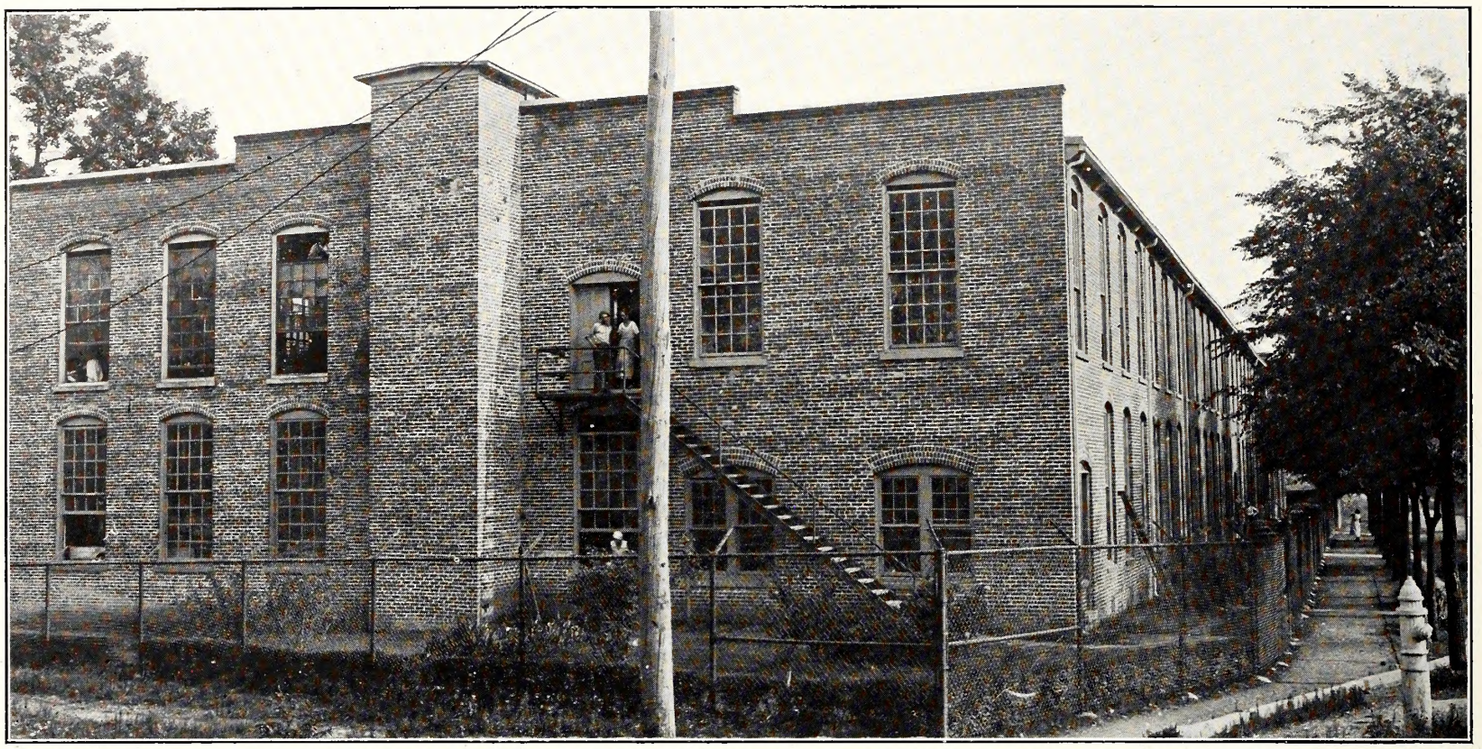
Another splendid evidence of the way the operatives feel about the way they are treated is manifested in the fact that as many as twenty-five have been with the mills from thirty to fifty years, their children and their grandchildren have been content to stay on in the employment of the same company. A larger number of other operatives have been with the company for a long time. Another evidence of the complete harmony existing between the management and their operatives is that one hundred and sixty operatives have homes of their own; they would not want to buy property in a community where they could not find pleasant occupation.

The Savage Manufacturing Company has built three hundred and five brick two-story houses and six-room and bath bungalows for the use of their operatives. All are equipped with sewerage, water, electric lights, with a good plot attached to each house for the purpose of a garden, as well as space in front for flowers, vines, shrubs and trees.



COTTAGES AT SAVAGE MANUFACTURING COMPANY, SAVAGE, MD.

Cherry Cotton Mills



CHERRY COTTON MILLS, FLORENCE, ALA.

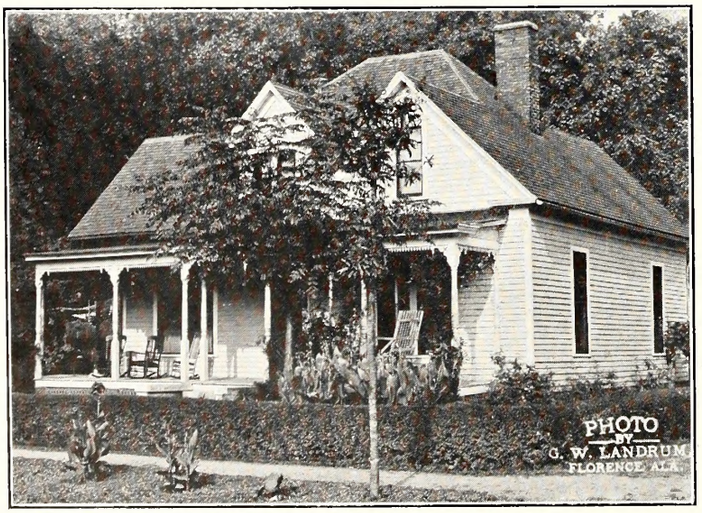
The Cherry Cotton Mills were founded in 1893 by N. F. Cherry and associates. They are very beautifully located in Florence, Ala., where the climate is fine and shipping facilities and freight rates are excellent. The present executives are: N. C. Elting, president; Turner Rice, vice-president and secretary; M. W. Darby, treasurer and general manager. The capital stock is $200,000 and the equipment consists of 10,048 spindles.

The mills are two-story, brick, modern mill construction, 330 feet long with basement for up-to-date machine shop. Power house on back side. Through a systematic policy of renewal and replacement the Cherry Cotton Mills are kept up-to-date in the matter of buildings and machinery. The machinery is driven by electricity generated by the company's private power plant and Allis-Chalmers steam turbines. The products are high grade carded and combed cotton yarns numbers 4's to 16's single and ply. The interior of the mill has recently been improved by special painting and modern lighting equipment, both of which are very fine. Vacuum system of stripping cards has been installed in order to prevent dust, and a complete sewerage system adds to the sanitation of the mills. About $25,000 was spent by the mill in this new toilet and sewerage system for the mill proper; the equipment is most modern and up-to-date, as good as can be found in any modern mill.

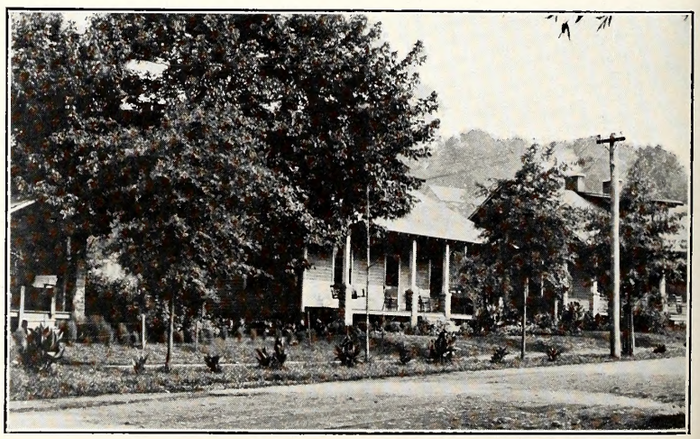
Last year a new 40-foot addition was built to the mill and considerable new machinery added; consisting of cards, drawing, combers, slubbers, speeders, twisters and ball warpers, but no new spinning, nor additional spinning added. All of these improvements enable the mills to do better carding, etc., and produce higher quality yarns. Also, the mills were enclosed by a new Cyclone fence. These improvements costing about $60,000.

Two hundred and fifty operatives are employed at the Cherry Cotton mills and from the pictures, reproduced from actual photographs, shown in connection with this article, one may get a very good idea of the class of people employed, as all of those shown have been with the mills 25 years. M. W. Darby, who is now general manager and treasurer, was employed by the company October 18, 1894, twenty-nine years ago, and has been in their continual service since, serving as superintendent since 1902. Many of the younger operatives have been born and reared in the mill village and this younger generation has had opportunities for splendid education in the excellent city schools of Florence; advantages that were never enjoyed by their parents.

The mill has built 70 nice, neat cottages of three and four rooms, each in the pretty little village. A number of employees have bought their own homes. The company has spent several thousand dollars in establishing an electric light system in the mill village, all employees' homes are equipped with electric lights and about twenty street lights have been erected, making a thoroughly modern electric light system. Fresh spring water is piped through the mills.



HOME OF ASSISTANT SUPERINTENDENT, CHERRY COTTON MILLS



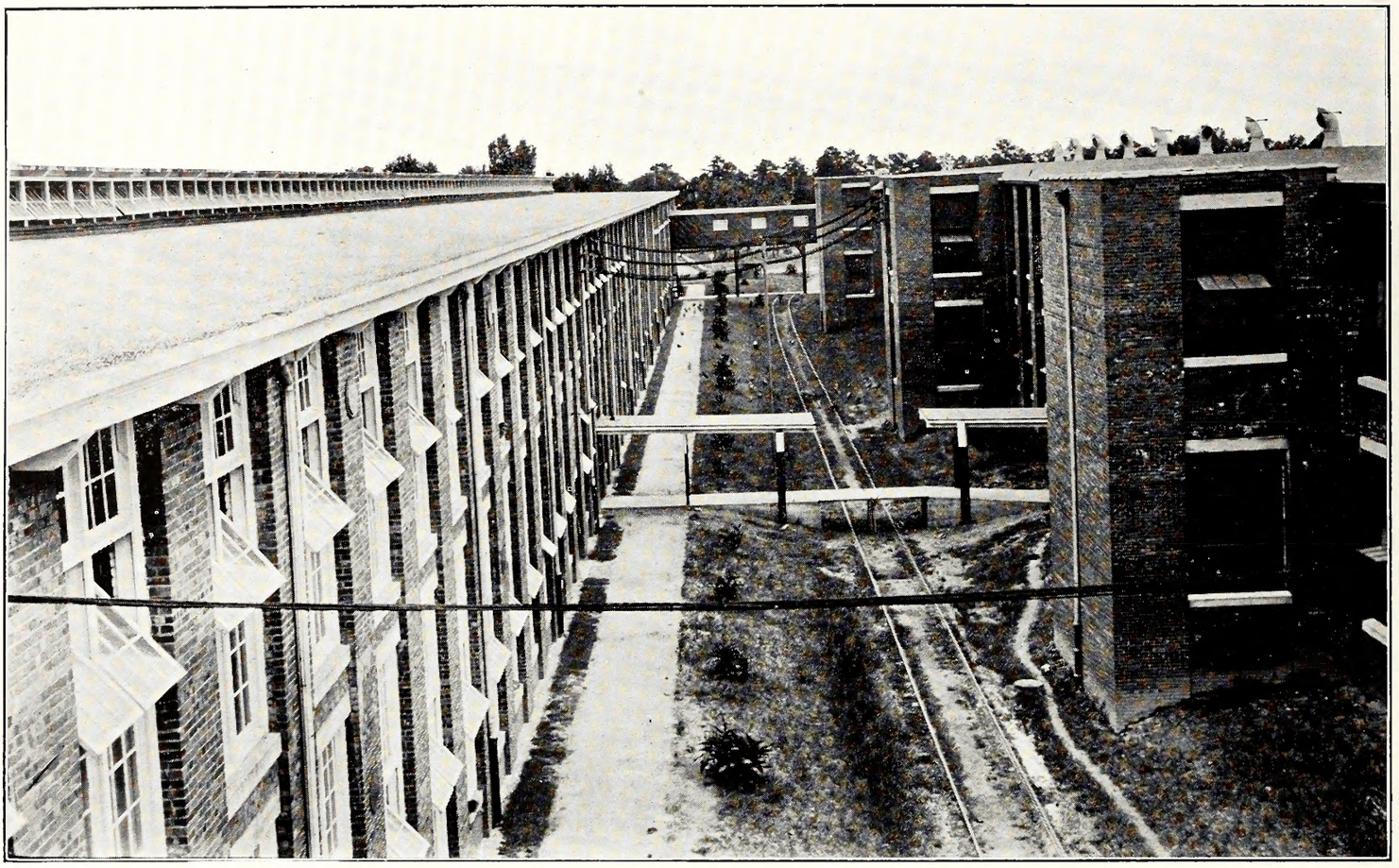
MILL VILLAGE, CHERRY COTTON MILLS

Cherry Cotton Mills



PHOTOGRAPHS OF OPERATIVES OF CHERRY COTTON MILLS, WHO HAVE BEEN IN THEIR EMPLOYMENT FOR TWENTY-FIVE YEARS

Cabarrus Cotton Mills



EAST END, CABARRUS MILLS NOS. 1 AND 2, KANNAPOLIS, N. C.

Perhaps no better history of the early days of the Cabarrus Cotton Mills could be given than the one which was written and published in a Concord newspaper at the time the mills were founded in 1893. This article was discovered recently when an old residence on East Corbin street, Concord, N. C., was being torn down; it was contained in an old newspaper which had been pasted on the wall. It is entitled:

"Come to Life in 1893," and follows:

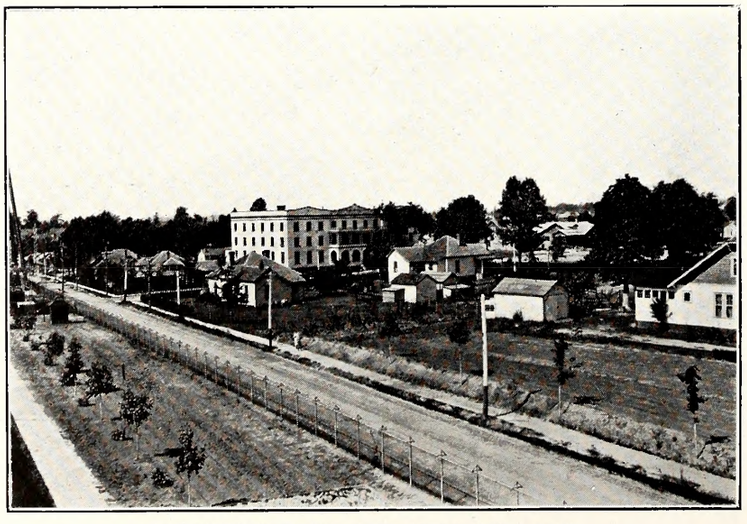
"The Cabarrus Cotton Mills is a new industry. On January 1, 1893, the Cabarrus Cotton Mills began on the installment plan. By July 1st the mills were running. They do only weaving. One hundred and seventy looms are run by a 90 horse power engine. The cost annually for fuel is $2,400. Fifty-five operatives have employment, which requires an outlay annually of $11,000. The capital stock is $60,000, of which $35,000 is paid in.

"These mills are located on the Richmond & Danville Railroad. The buildings are new and well constructed. Around them a number of houses have been erected for operatives.

"The mills are successfully operating under the immediate direction of President J. W. Cannon and that rising young business man, Mr. J. Whit Burkhead, the secretary and treasurer. Mr. T. J. Broadway is the presiding genius in the actual operation of the machinery.

"This mill is the outcome of the suggestion and efforts on the part of Mr. Burkhead, who canvassed for and raised the stock. It is bound to succeed with the business knowledge and capacity of those who direct its affairs. The directors are: D. F. Cannon, Elam King, Dr. R. S. Young, D. B. Coltrane, L. D. Duval and J. W. Cannon."

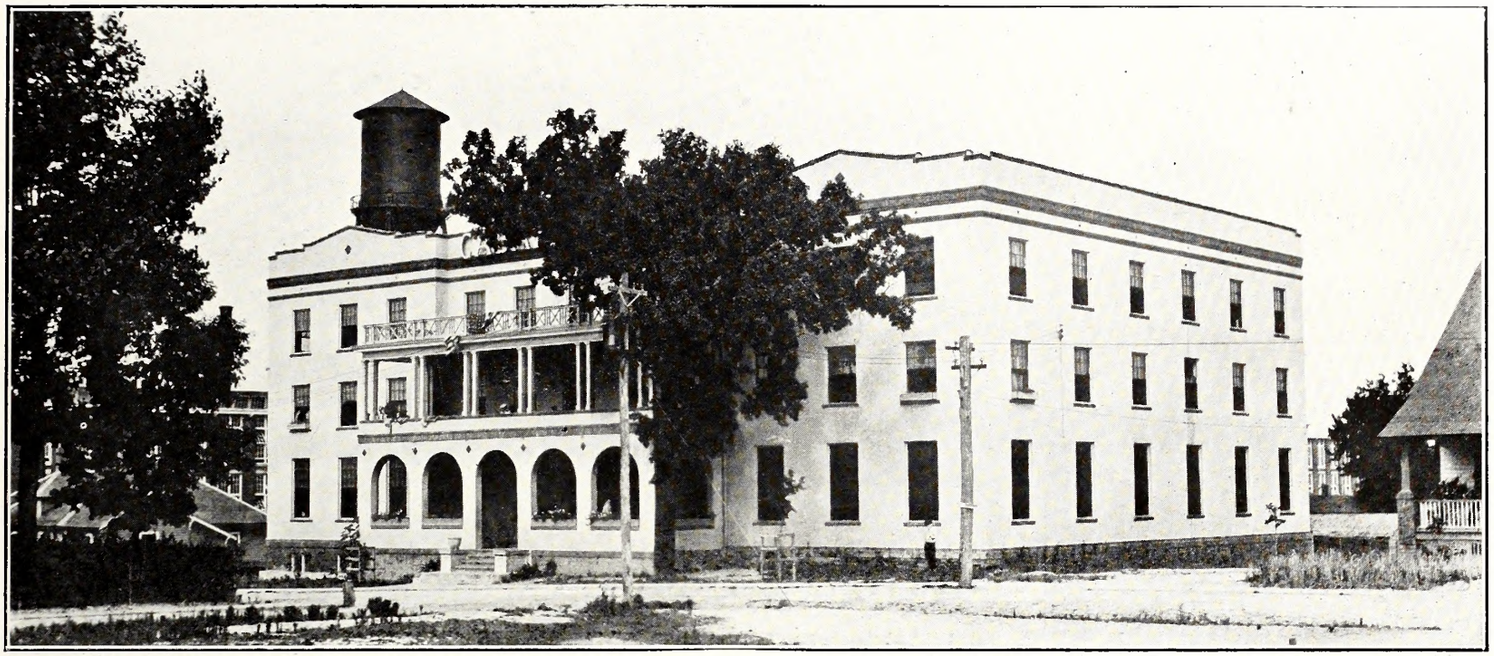
This was the beginning thirty years ago of what is today a magnificent cotton mill business. Started by local business men and local capital the growth and expansion of the business is one of the best illustrations which could be found of the energy, virility, perseverance and progress in all that makes for industrial and human advancement to be found anywhere in the country. The late Mr. J. W. Cannon, the founder of the Cabarrus Cotton Mills, was a native Carolinian, a man of great vision, democratic ideas, keen business judgment and good common sense. Coupled with his fine personality and ability to select executives who were wholly in sympathy with his ideas and plans, he built up a magnificent chain of mills which are known throughout the entire country. Mr. Cannon was possessed of very humane ideas as to how his operatives should be treated; he realized the important factor the human element plays in any business and he treated his help as his friends and co-workers. This fact, in itself, has had a great deal to do with the prosperity and growth of the business. His operatives knew him personally, having grown up in the same vicinity with him; they loved and respected him, had every confidence in his word and were willing to do all they could to keep up a high standard of efficiency.



CABARRUS HALL AND MILL VILLAGE

At present the capital stock of this splendid organization is $7,000,000. This includes the two plants, the older one at Concord has become a branch of the one at Kannapolis, as the latter is by far the larger plant, having outgrown the Concord mills. The equipment consists of 28,000 spindles and 542 looms at the Concord plant and 70,000 spindles and 733 looms at the Kannapolis plant, making a total of 98,000 spindles and 1,275 looms. There isn't a prettier, better equipped mill to be found anywhere than the Cabarrus plant at Kannapolis. The buildings are of latest mill construction, built of brick and concrete. No. 1 Mill is 1350 feet long by 104 feet wide, two and three stories;

Cabarrus Cotton Mills



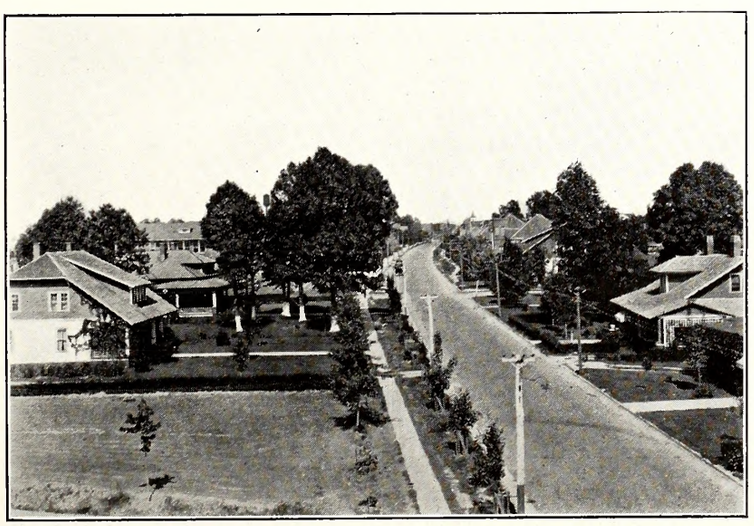
CABARRUS Y. M. C. A., KANNAPOLIS, N. C.

No. 2 Mill is 600 feet long by 104 feet wide, two stories. The raw brick walls of the mills are softened by the ampelopis and other close clinging vines, trees and shrubbery have been planted in the mill grounds and many bright flowers enhance the beauty of the place. The environment of the interior is extremely pleasant, everything is kept most sanitary inside as well as outside the mills. The equipment is up-to-date in every respect and of a type best suited for obtaining the highest possible efficiency. The machinery is all driven by hydro-electric power, most of the machines having their own individual motor drives which reduces danger of accident to the minimum. The products of the mills are: Bed sheets, pillow cases and tire fabrics.

Since the death of Mr. J. W. Cannon a few years ago, the Cabarrus Cotton Mills have carried on their business with the same ideas and same policies in force. Martin L. Cannon is president and treasurer; E. Sauvain, secretary; C. M. Powell, superintendent. Mr. Martin Cannon is possessed of splendid executive ability, keen foresight and excellent judgment. He is most enthusiastic and untiring in his efforts to develop a bigger, better, industrial organization. His associates are heartily in sympathy with his ideas and plans. Those in the office will tell you that his is a sympathetic nature, he is easily approached, always has time for a visitor, whether a stranger or an operative from his mills; all receive the same kind courtesy. His operatives feel no hesitancy in going to the office, being sure that they will receive the advice or assistance that they may require.

Mr. C. M. Powell, superintendent, is a very capable, practical textile man, with a very thorough knowledge of the cotton manufacturing business as well as knowing all about textile machinery. Under his efficient direction there has been a most satisfactory growth and development. He is always on the job, alert and watchful of the interests of the management, and at the same time considerate and kind, with equally as much interest in the welfare of his employees. Mr. Powell will tell a visitor that there are no finer people anywhere than the operatives of the Cabarrus Cotton Mills. They respond quickly to environment and tactful instruction. Most of the operatives in the Cabarrus Mills are natives of the State of North Carolina; in fact, natives of the surrounding vicinity of the Cabarrus Mills. These people lived on lonely little farms of their own, or in tenement houses on big plantations, they worked from morning until night, far harder than in the modern cotton mills, and at the end of the season they had little or no ready cash, after paying for the provisions used during the crop-making season. They had very few advantages, whether educational, social or religious, and they knew practically nothing about the real comforts and conveniences of a home that are found in up-to-date cotton mill homes. Mr. Powell says it is surprising how quickly these people adapt themselves to the change of environment.

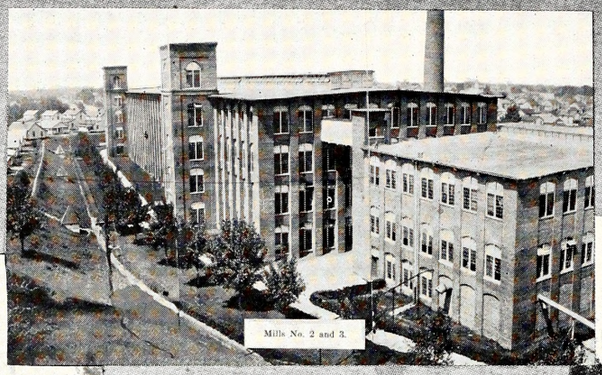
The eight hundred operatives employed at the Cabarrus Cotton Mills live in the vicinity of the mills in neat, comfortable homes of modern architecture. These houses are not all alike, as they used to be built in factory villages. Just at present a large number of new ones are being built. The management appreciates that their operatives are no different from other people in the world. Circumstances have environed them unfairly as a "class" but they are not. They are citizens, they have pride, they have honor, they have aspirations, they have all the finer qualities of the best people of the world. They simply have not had opportunities for the growth and development of these things. The cotton mills are doing more to help this class of people develop and grow into a higher class of civilization than any one factor in the country. The homes are equipped with all city conveniences such as running water, baths, sewerage, electric lights, etc. The management employs instructors to teach their people how to plant their gardens, flowers, etc., and make their home surroundings attractive. In order to arouse enthusiasm along this line the management offers substantial prizes for the prettiest flowers, best vegetables and best kept premises. About 10 per cent of the operatives own their homes; 25 per cent own homes and other land; and fully 43 per cent have savings accounts. A large number of them enjoy many of the luxuries of life such as pianos, victrolas and automobiles.

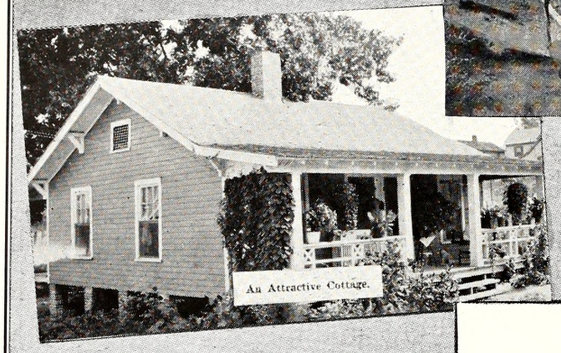


MAIN STREET AT CABARRUS COTTON MILLS

Educational facilities at Kannapolis are of the most modern and up-to-date type. Splendid brick buildings, heated, ventilated, and lighted by the most approved systems. The equipment is equally as modern as the school buildings; a competent corps of teachers are employed, about forty in all. There are three of these schools, two grammar and one Central High School. There are approximately 1,800 pupils in the schools, just such healthy, happy youngsters as are to be found in the homes of the average citizen in any town.

A fine Y. M. C. A., known also as Cabarrus Hall, is open to the operatives; this building is a model in size, architecture, conveniences and equipment. The management is doing everything possible for the comfort and advancement of their help.


Mills No. 2 and 3.


An Attractive Cottage.


Buffalo Union-Carolina Railroad Connecting Union With Buffalo, 15 Minute Ride

Union Buffalo Mills

UNION, S. C.

Located at Union, S. C., on the Southern and Buffalo-Union, Carolina Railroads.

Paved sidewalks in village. Houses equipped with hot and cold water, bath tubs and toilets. Sewerage system.

City physicians and dentists accessible.

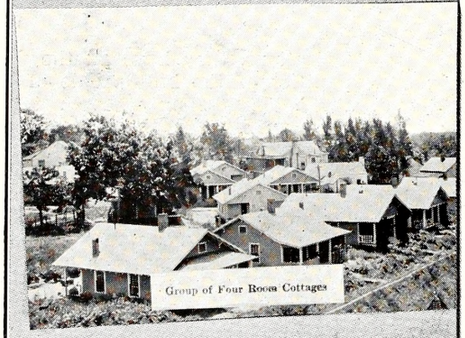
Graded schools and high schools, churches.

City swimming pool adjoins village. Also a baseball park and playground.

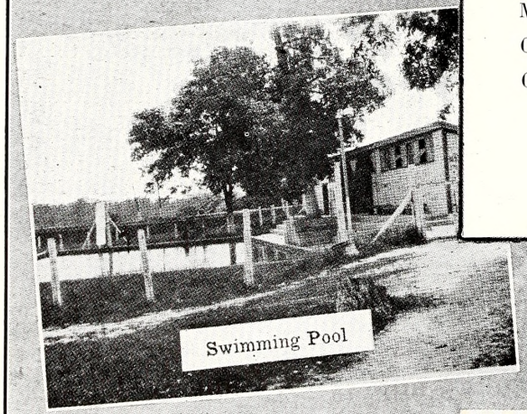
Moving pictures in city.

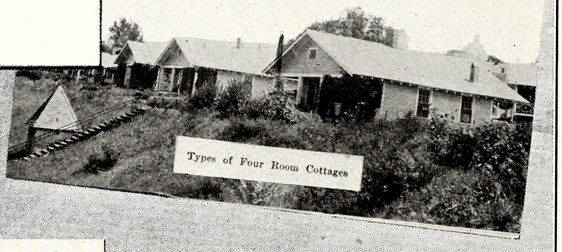
City stores in a few minutes' walk.

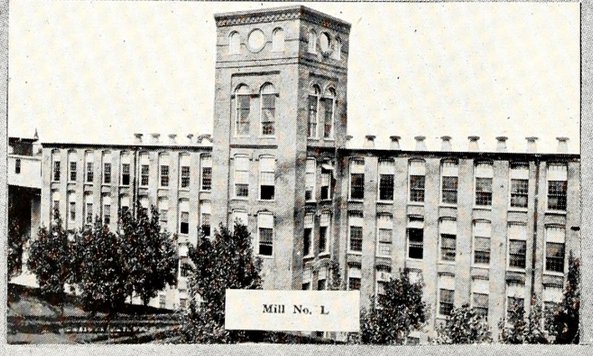
Company store in village.

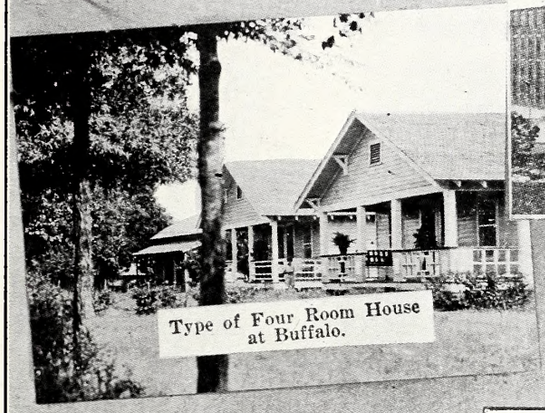

Group of Four Room Cottages

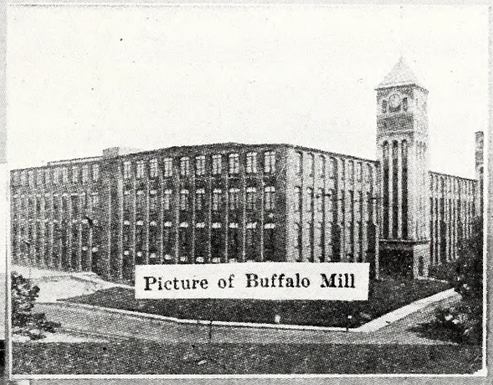

View of Village


Swimming Pool


Types of Four Room Cottages


Mill No. L


Type of Four Room House at Buffalo.


Picture of Buffalo Mill


Stores, Bank and Barber Shop

Union Buffalo Mills

BUFFALO, S. C.

Located at Buffalo, S. C., four miles from Union, S. C., and connected by the Buffalo-Union, Carolina R. R., only 15 minutes' ride.

Splendid surfaced automobile road to the mill and plenty of public cars.

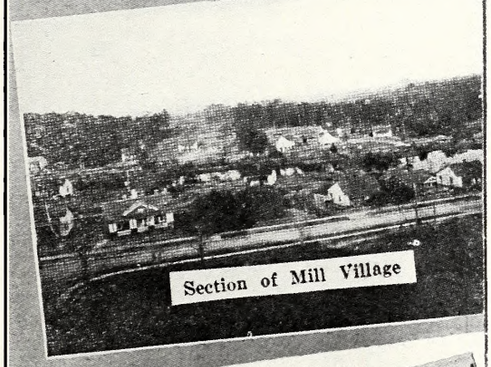
Village has paved sidewalks, streets set out with trees, beautified with shrubs, etc.

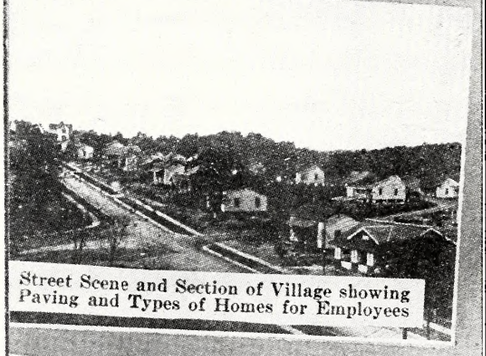
Houses equipped with both hot and cold water, bath tubs and sewerage system.

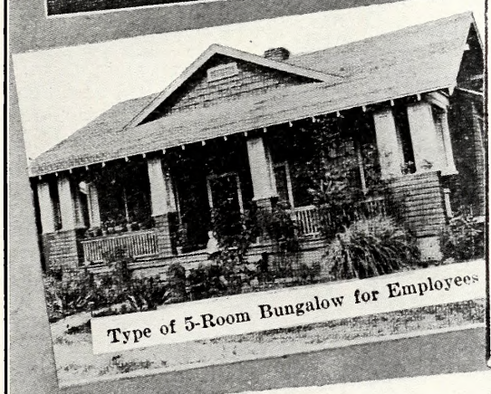
Resident physician, grocery stores, clothing, etc. Meat market, barber shop, drug store, savings bank.

Model steam laundry, nine-teacher school, church, moving picture theatre, ball park and pavilion.

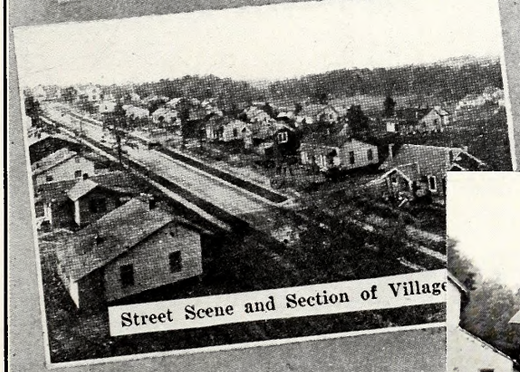
Community cow barns, with individual cow stalls, located in pastures.


Section of Mill Village

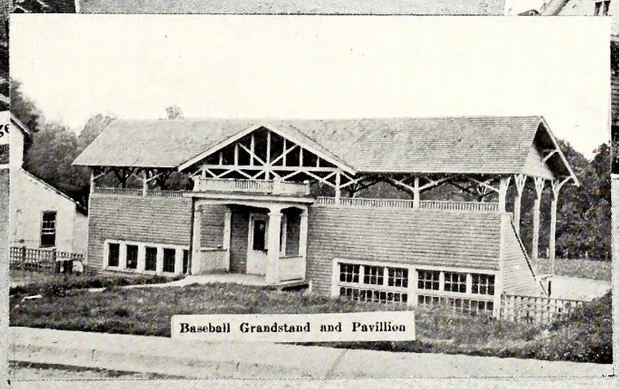

Street Scene and Section of Village showing Paving and Types of Homes for Employees


Type of 5-Room Bungalow for Employees


Street Scene


Street Scene and Section of Village


Moving Picture Theatre


Baseball Grandstand and Pavillion

Lincoln Mills of Alabama



APARTMENT HOUSE OF LINCOLN MILLS OF ALABAMA, HUNTSVILLE, ALA.

These mills were incorporated December 1, 1918, and were formerly known as the Abingdon Mills. They are located at Huntsville, Ala.

Under the present ownership and management the Lincoln Mills of Alabama have been prosperous and successful. The executives are: T. King, president; L. Aitken, secretary and manager; William Barrell, treasurer; P. W. Peeler, superintendent. The success of the mill and the many recent improvements are due largely to the efforts of Mr. L. Aitken, a gentleman of splendid executive ability and fine judgment. He is possessed of a very pleasing personality and is much loved and respected by all of the employees. Mr. Aitken has an able second in the capable and very efficient superintendent, Mr. P. W. Peeler. Mr. Peeler is heartily in sympathy with all of Mr. Aitken's progressive ideas and unites with him in any movement for the prosperity of the mills or the benefit of the operatives.

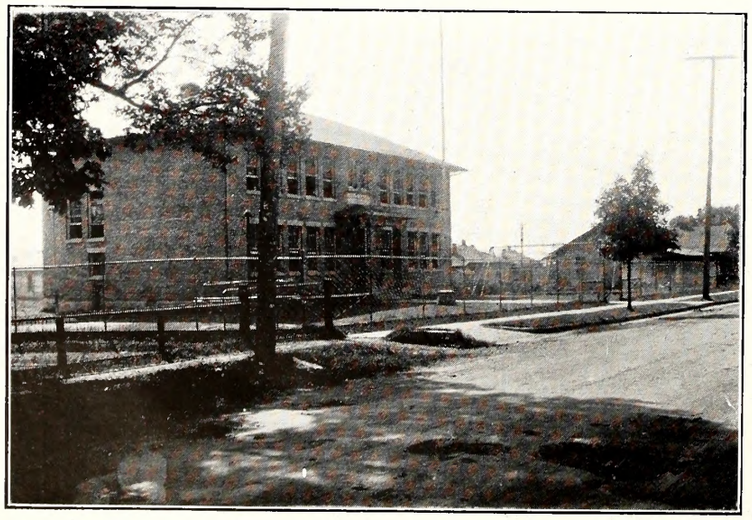
The Lincoln Mills have a capital stock of $800,000. The buildings are of standard, brick and timber, mill construction, two stories, main mill, with warehouses, etc. The equipment consists of 30,000 spindles and 352 looms for manufacturing army single and double filling duck, twills and osnaburgs, cotton fabrics, 72-inch and under. Both mills and equipment are kept modern and up-to-date by a consistent policy of renewal and replacement on the part of the management. A great deal has been done recently in the way of improvements both inside and outside of the mills, making the working conditions pleasant and comfortable for the operatives, as well as healthful.

Seven hundred and fifty operatives are employed in the mills. They are sober, industrious, upstanding citizens. It is easy to see that they are healthy and contented from their good coloring, elastic step and pleasant expressions.

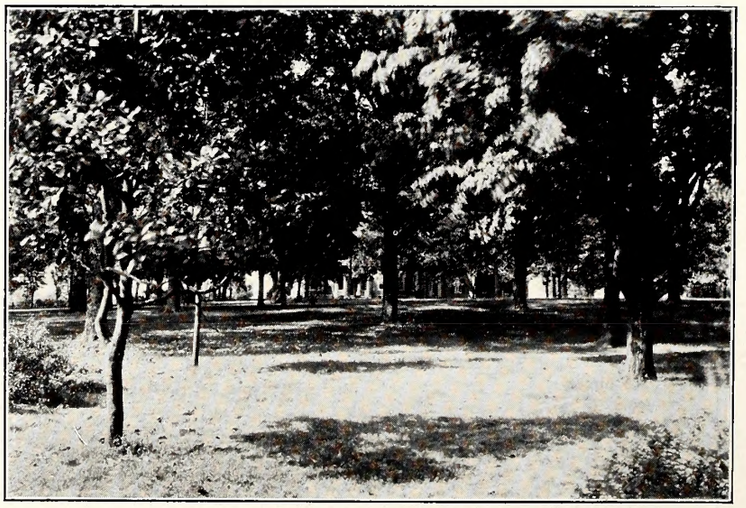
These people live, with their families, in the mill village which has a population of approximately 2,000 inhabitants. The village is an ideal one, beautifully located. It was carefully planned and built by a landscape architect. The two hundred and fifty houses provided by the mills for their help are of the bungalow type, modern in design and arrangement, with complete sewerage system, water works and electric lights. Each home has its own space for raising vegetables, fruits and flowers. Improvements are being constantly made in the village for the betterment of the employees. There are concrete sidewalks, good streets and almost every convenience; fire trucks and mill fire department.

A two-story, modern type of school building has been erected by the mills for the children of the village. This school is a regular grammar graded school and includes kindergarten work. After finishing work in the village school the pupils who desire higher education may go to the high schools of Huntsville, Ala., or anywhere else. The equipment is modern and complete in every respect, sanitary conditions are perfect, and there are fine systems of heating, lighting and ventilating. Five teachers are employed, paid by county and funds from the mills. There are between two hundred and fifty and three hundred children in regular attendance. The management believes that every boy and girl should have the opportunity for a good education.

A good, comfortable church built by the management for the use of the community is used by the various denominations represented in the village. These people are a simple, God-fearing lot, who believe the Bible and teach its precepts.

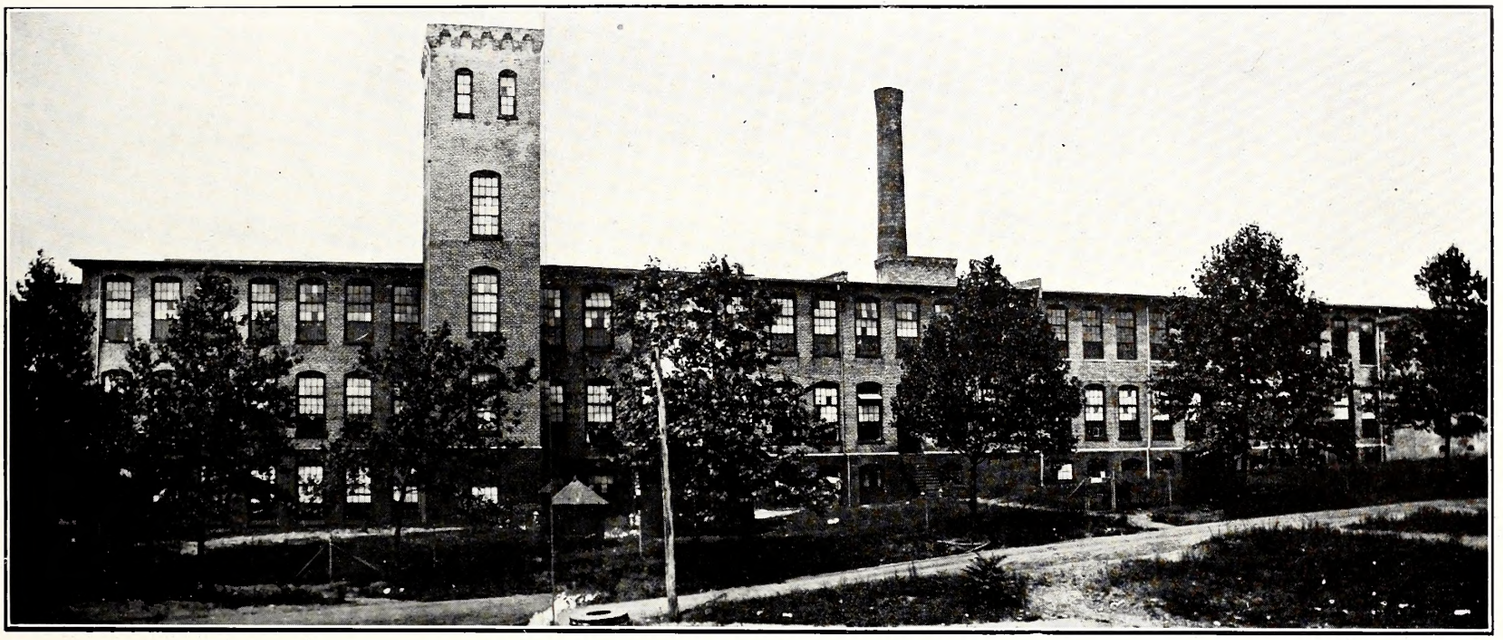


SCHOOL AT LINCOLN MILLS



"MARTHA WASHINGTON" HOME AT LINCOLN MILLS

Florence Mills

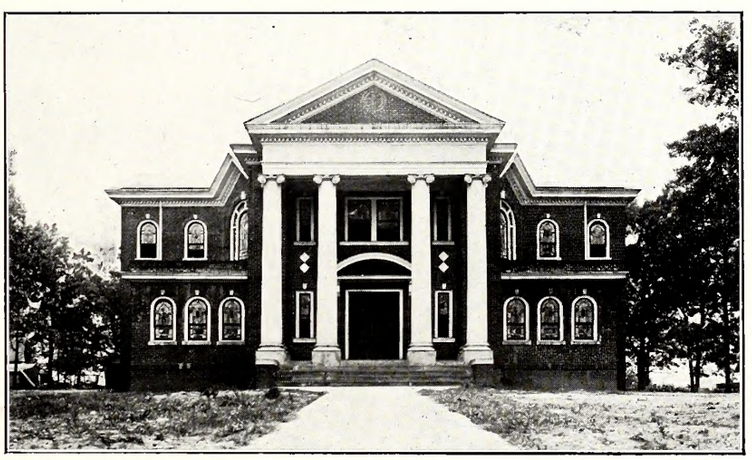


FLORENCE MILLS, FOREST CITY, N. C.

This beautiful mill is located at Forest City, N. C. The mills themselves are in fine physical condition, attractive inside and out. They are of modern mill construction and have recently built a new addition and installed new machinery. The outside of the mills demonstrate the aesthetic tastess of the management, beautiful shade trees, close clipped hedges and clumps of blossoming plants make a very pretty picture of the whole.

The executives of the Florence Mills are: A. J. Cumnock, New York, president; D. D. Little, Spartanburg, S. C., secretary and treasurer; Hugh F. Little, Marion, N. C., assistant secretary and treasurer; N. H. Welch, superintendent; J. M. Edwards, cashier. They are thoroughly familiar with the cotton mill business and under their management the mills have enjoyed a continual growth and prosperity.

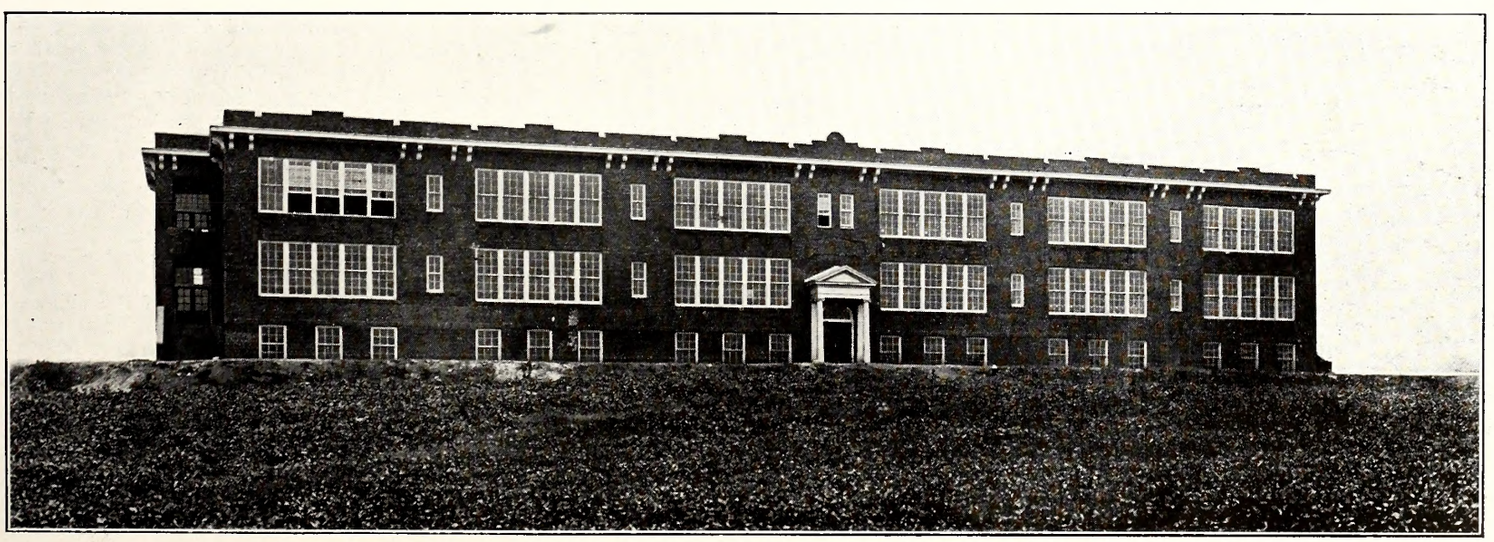
The capital stock of the Florence Mills is $500,000. The equipment consists of 19,920 spindles and 536 looms. Napped goods, chambrays and cheviots are manufactured. The working conditions at the Florence Mills are ideal and the operatives are an unusually high class of employees. Intelligent, interested in their work, many of them are skilled workers. They show by their bright faces, clear skins and quick movements that they are in fine physical condition.



BAPTIST CHURCH AT FOREST CITY

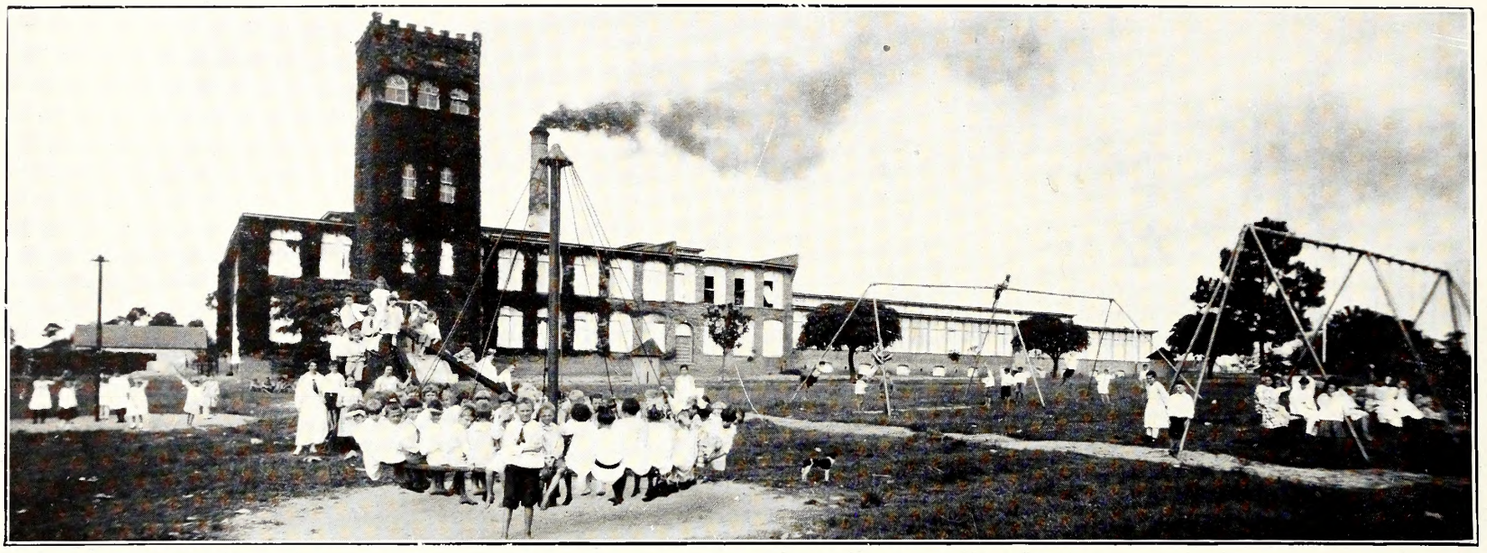
The village of the Florence Mills is very beautiful, having been planned and constructed by the management with a view to not only giving their people comfortable, pleasant places in which to live, but to give them as much beauty as possible and contribute to their amusement and pleasure. Well paved streets, winding driveways, parks, playgrounds for group entertainments and recreation, two swimming pools carefully watched and kept most sanitary, electric lights, beautiful shade trees, hedges and clumps of evergreens, and beds of bright blooming flowers; all these make the village a most desirable place of abode.

A modernly equipped Community House, commodious and comfortable, is the center of all community gatherings, whether civic, social or otherwise. The welfare work is directed by a trained worker.



SCHOOL AT FOREST CITY

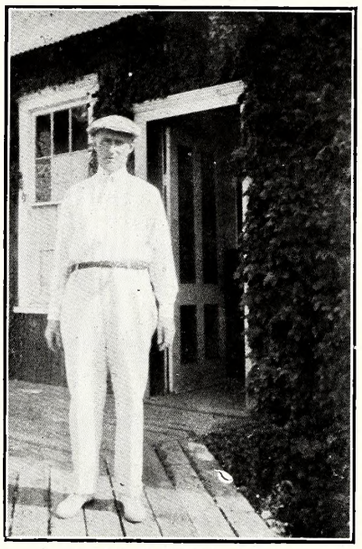
Moultrie and Poulan Cotton Mills



MOULTRIE COTTON MILLS AND PLAYGROUND, MOULTRIE, GA.

The Moultrie Cotton Mills are located at Moultrie, Ga., a splendid little city with a population of 7,000 inhabitants. The water supply comes from artesian wells 700 feet deep, an assurance of its absolute purity. There are fine electric light and sewerage systems. The health of the town is unexcelled anywhere in the entire South. Moultrie has $50,000 invested in public school buildings, $35,000 in a court house, $30,000 in a Y. M. C. A. building; a splendid theater, several high class picture shows. A 35-piece brass band is employed to render free concerts on the Court House square during the summer evenings. The transportation facilities are exceptionally good.

The mills are located on the city line thereby offering the operatives all the advantages socially, intellectually and in the amusements to be found in Moultrie. These mills were established in 1900 by W. C. Vereen, who is president, and W. J. Vereen is vice-president, treasurer and general manager, and W. H. M. Woods, superintendent. The picture of the mills shown on this page



W. H. WOODS, SUPT.

reflect the fine business ability and progressive ideas that are so characteristic of the management. Their broad, liberal policies in dealing with their help has made them respected and admired by the entire community. Mr. W. J. Vereen is a well posted textile man and a fine financier. He is ably assisted by Mr. Woods and he has every reason to congratulate himself on having such a practical, energetic, tactful gentleman to carry out his ideas and policies.

The equipment of the Moultrie Cotton Mills are 11,232 spindles and 300 looms. One hundred and forty operatives are employed in the manufacture of sheetings. The quality of the product of these mills is kept up to a very high standard.

A very beautiful school building, a cut of which is shown, has been built by the mills at a cost of $7,500. It is very handsome indeed, with its three large classrooms, domestic science department and large auditorium, with the best equipment to be secured, steam heat and splendid lighting facilities. A playground has been fitted up with every device possible for the amusement of the children.

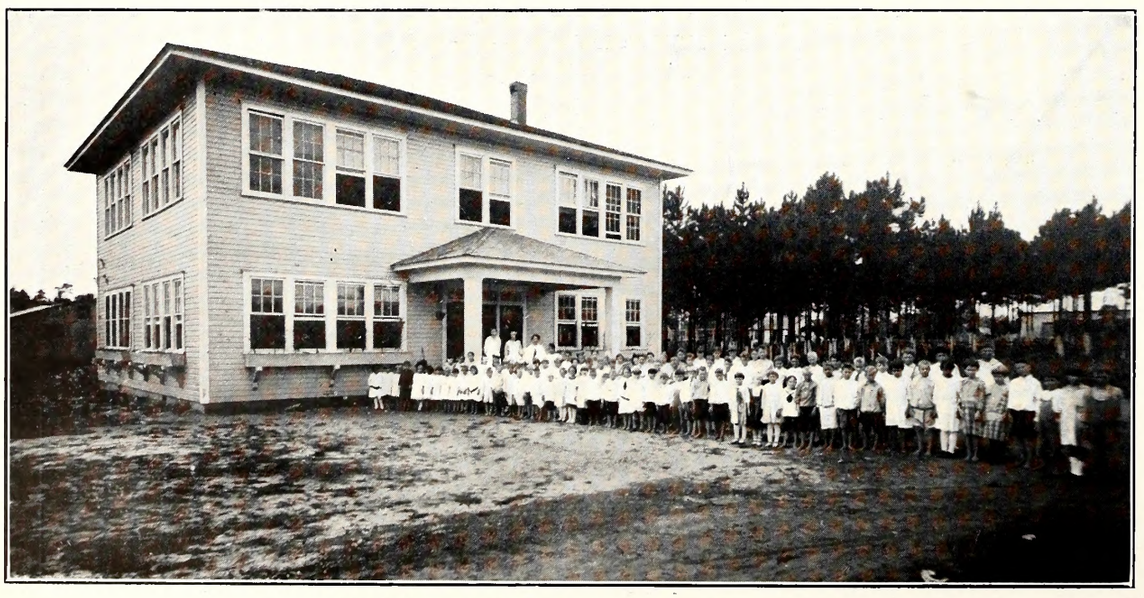
The children of the mill take a great pride in their school, and the principal is the idol of everyone of them. She has made herself so beloved that there is no end to the wonderful influence for good that she is exerting over the children. She has two able asssistants, young ladies of culture and refinement, who also are very tactful in their management of the children. The management takes an especial pride in their school and the children and are ever ready to exert themselves in efforts for their benefit.

Welfare work is carried on extensively at the Moultrie Cotton mills. A trained welfare worker is in charge of this feature of the mills. She has been with the mills in this capacity for a number of years and the result of her influence and guidance has been felt through out the entire community, and she is beloved by everyone. She has organized clubs for the women, girls and children, and entertainments for the pleasure of all are planned and given at the community house which is the center of interest for the village.

Athletic sports of all sorts are encouraged and baseball games are a regular feature during the summer months.

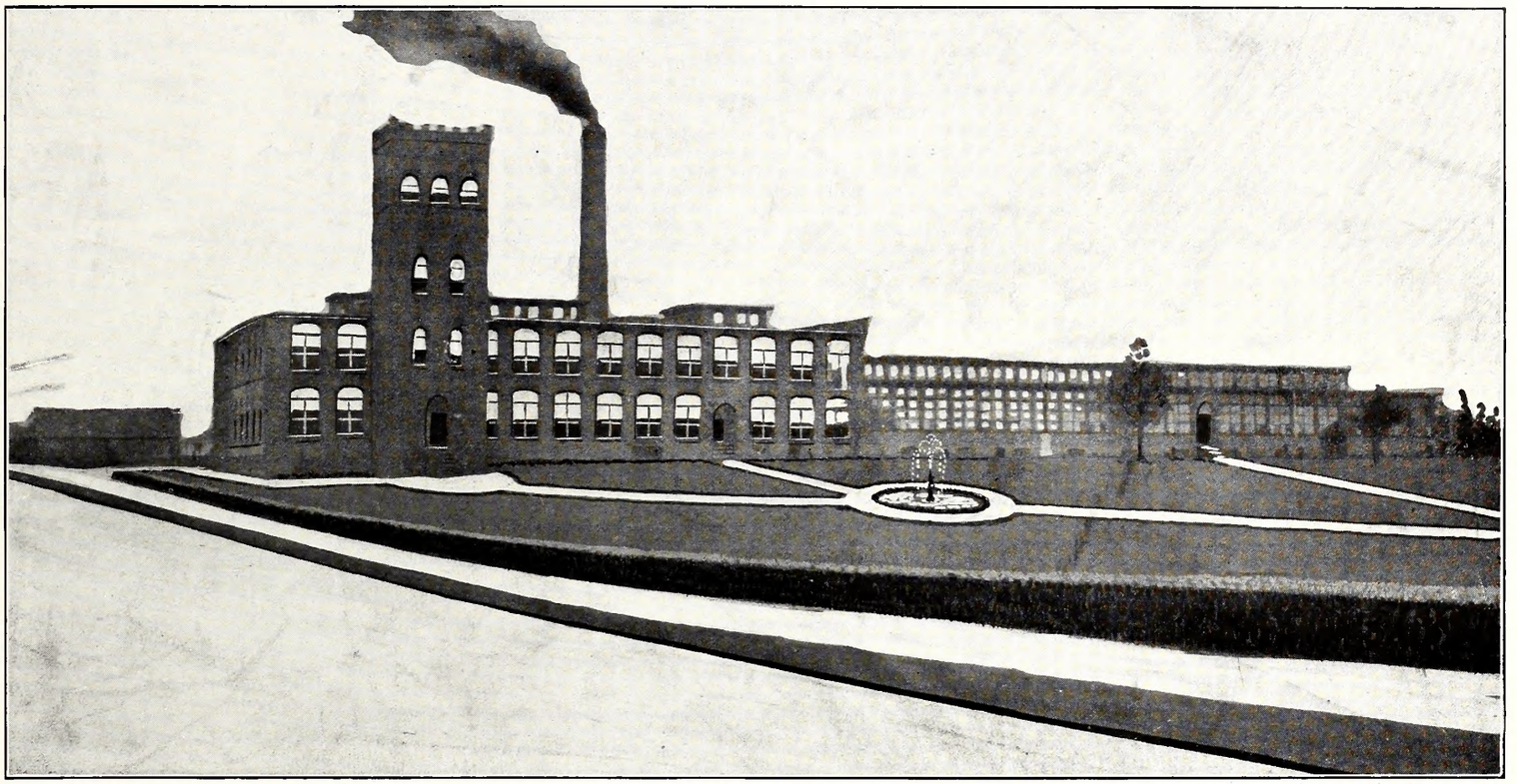
A fine church has been built by the mill for the use of the various denominations represented in the village. A Sunday school with a large attendance is one of the interesting features of the village.

The management pays the premium on a life insurance policy for each of its workers, ranging from $300 to $500, depending upon the length of time the operative has been with the mills. These policies are carried free of charge so long as the operative remains with the company and in case of death they relieve the financial strain of medical and funeral expenses.



SCHOOL AT MOULTRIE COTTON MILLS

Moultrie and Poulan Cotton Mills



POULAN COTTON MILLS, POULAN, GA.

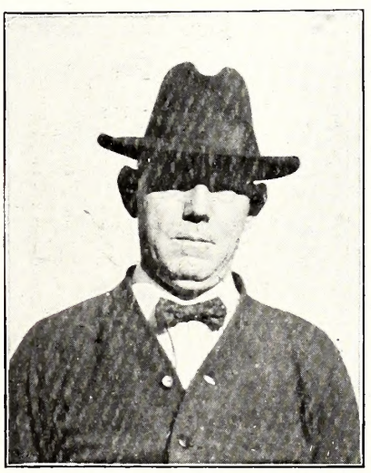
W. J. Vereen is the active manager of the Poulan Cotton Mills, located at Poulan, Ga., on the Atlantic Cosat Line Railway. They are under practically the same management as the Moultrie Cotton Mills, and the same fine lines of policies in welfare work and dealing with their operatives are employed as those in operation at the Moultrie Cotton Mills.

J. G. McPhaul established these mills in 1902. W. J. Vereen, of Moultrie, Ga., is president; J. S. Westberry, vice-president; F. M. Kimble, secretary and manager. L. J. McPhaul is treasurer and S. W. Patterson is superintendent.

Poulan Cotton Mills are capitalized at $150,000. The mills are modern in every respect. The main building is two stories, brick, with one story addition for cloth room. The greatest consideration has been given to the health and comfort of the operatives. Numerous windows admit plenty of light, sunshine and fresh air, while the systems of artificial lighting, heating and ventilating are of the most approved type. There are 6,032 spindles and 186 looms operated at the Poulan Mills. The entire equipment is up-to-date and thoroughly in keeping with everything else about the plant. The machinery is driven by steam and here, as at Moultrie Cotton Mills, sheetings are manufactured. One hundred and ten operatives are at work in the mills, happy, healthy and contented, manifesting an interest in their work and anxious to keep up the high standard of quality which has made these sheetings so popular in the markets.

The operatives employed at these mills are of a very high class, bright and intelligent. Many of them are very skillful and command excellent wages. Most of the operatives came from the surrounding country and have made rapid advances and improvements in every way since coming to the mills.

The mills and the village are located inside the corporate limits of Poulan and the operatives and their families enjoy all the privileges of the town. There are 65 houses in the mill village, all of pleasing design, neatly painted, comfortable and convenient, with electric lights and fine artesian water supply. Sanitary conditions are excellent and very little sickness is to be found at any time. The houses here as at Moultrie, all have plenty of room for growing flowers and vegetables. Nice shade trees have been planted along the well kept streets and in the yards about the cottages.



F. M. KIMBLE, MANAGER



SCHOOL AT POULAN

Poulan has an excellent school building. This was built by the town and by generous donations from the Poulan Mills Company. Five teachers employed, their salaries being paid by the county and town. The children from the mill village enjoy all the educational advantages afforded by this excellent school. There is also a night school in operation for the benefit of those operatives who were deprived of earlier opportunities for an education.

Three churches are in the town of Poulan. Their doors are open to the mill families and they feel no embarrassment in mixing and mingling with the congregations. Frequently the operatives are active in the services of the church and Sunday school.

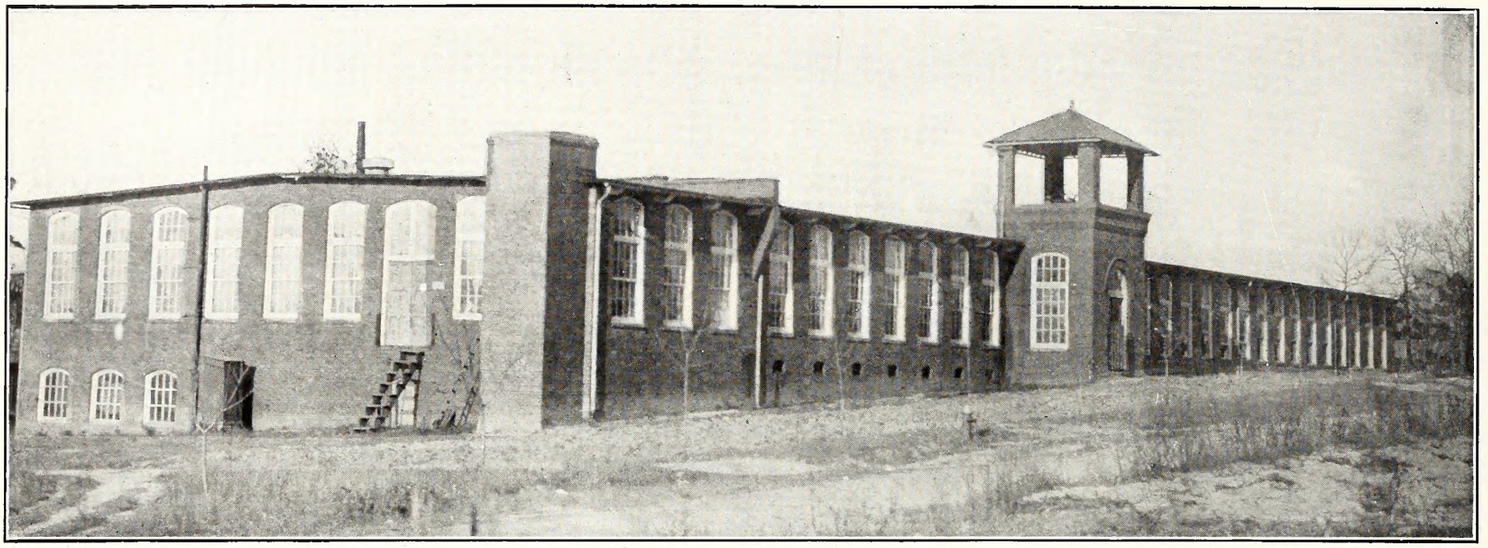
There is a good library in the town that is a source of pleasure and benefit to the mill people.

The management has equipped a modern playground for the use of the children of the mill village and it is a source of much amusement to the little ones.

Music is encouraged in the village, and a teacher is maintained for those who desire instruction. In the line of sports baseball is the most attractive and most popular. A good team is supported and some very hotly contested games are played.

The Poulan Mills have adopted the policy of group insurance and all employees are insured free of charge to them. The family of the operative receives all the benefits from these policies.

Melville Manufacturing Company

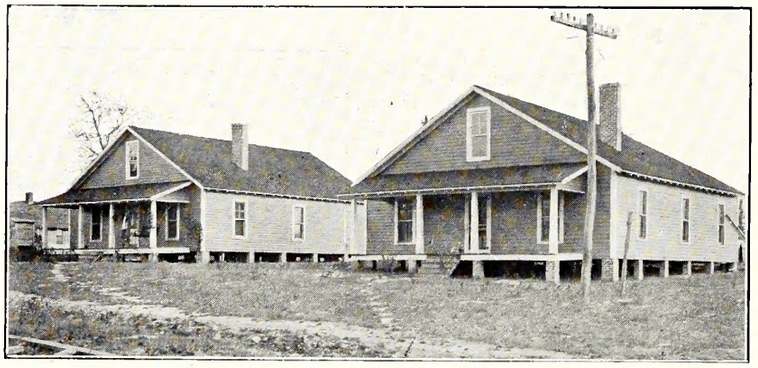


MELVILLE MANUFACTURING COMPANY NO. 1, CHERRYVILLE, N. C.

The Melville Manufacturing Company has two plants, one located at Cherryville, N. C., and the other at Lincolnton, N. C. The capital stock of the company is $250,000. The executives of the Melville Manufacturing Company are: R. C. McLean, president; J. Frank Love, of Lincolnton, secretary and treasurer; R. D. Homesley, superintendent of the plant at Cherryville.

The Melville Manufacturing Company's plant at Cherryville is of modern mill construction, in splendid physical condition. Constantly the management is on the lookout for improvements and changes that will keep their mills up-to-date and modern as to buildings and equipment. There are 5,000 spindles in operation at this plant. The products are 30-2 warps and skeins. One hundred and fifty persons are employed in the mills. Many of them have been in the employ of the mills since they first started and are skilled operatives. Working conditions are healthy and comfortable, as one may observe from the pleasant faces and vigorous bodies of the operatives. These people are intelligent, interested in their work and very loyal to their mills.

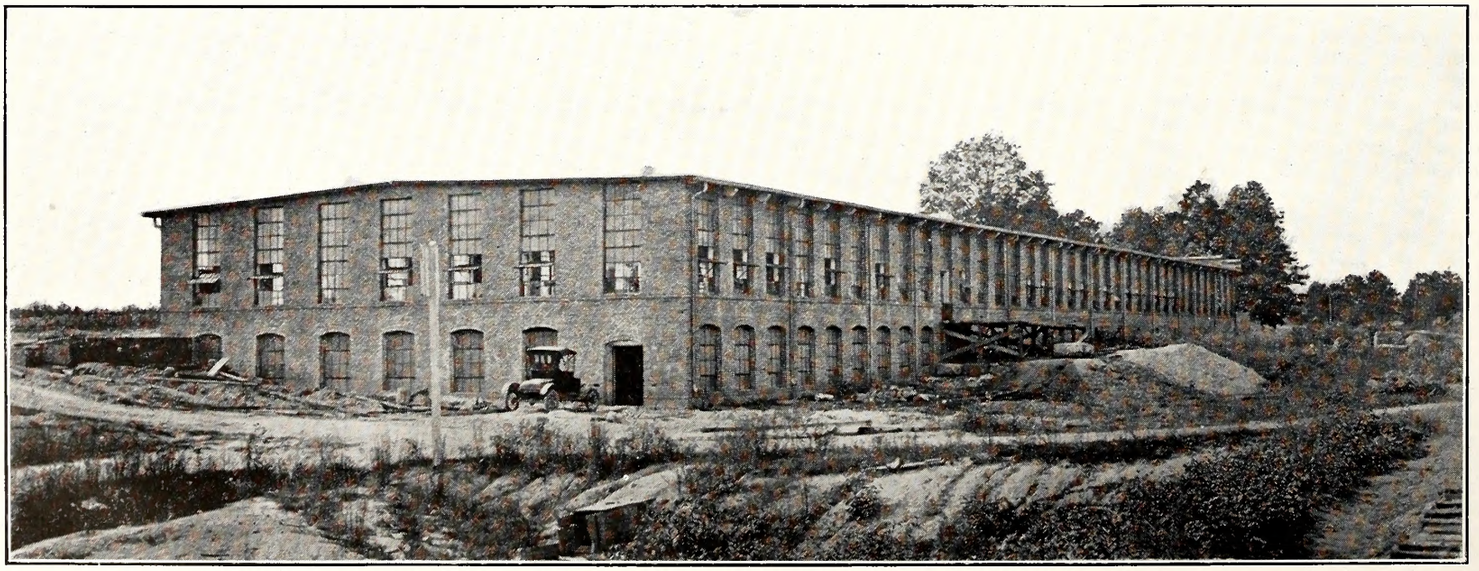
The management has built nice three to five-room cottages for the use of their operatives. There is an abundant supply of pure fresh water from deep driven fells. This is piped into the cottages. Electric lights are furnished, and while there is no sewerage a system of septic tanks, which is used in the village, keeps the place perfectly sanitary and healthful. Each cottage has a plot for a home vegetable garden, and plenty of front yard for planting flowers. The people manifest a good deal of civic pride in the appearance of the village and make an effort to keep their homes and premises neat and clean.



COTTAGES AT MELVILLE MANUFACTURING COMPANY

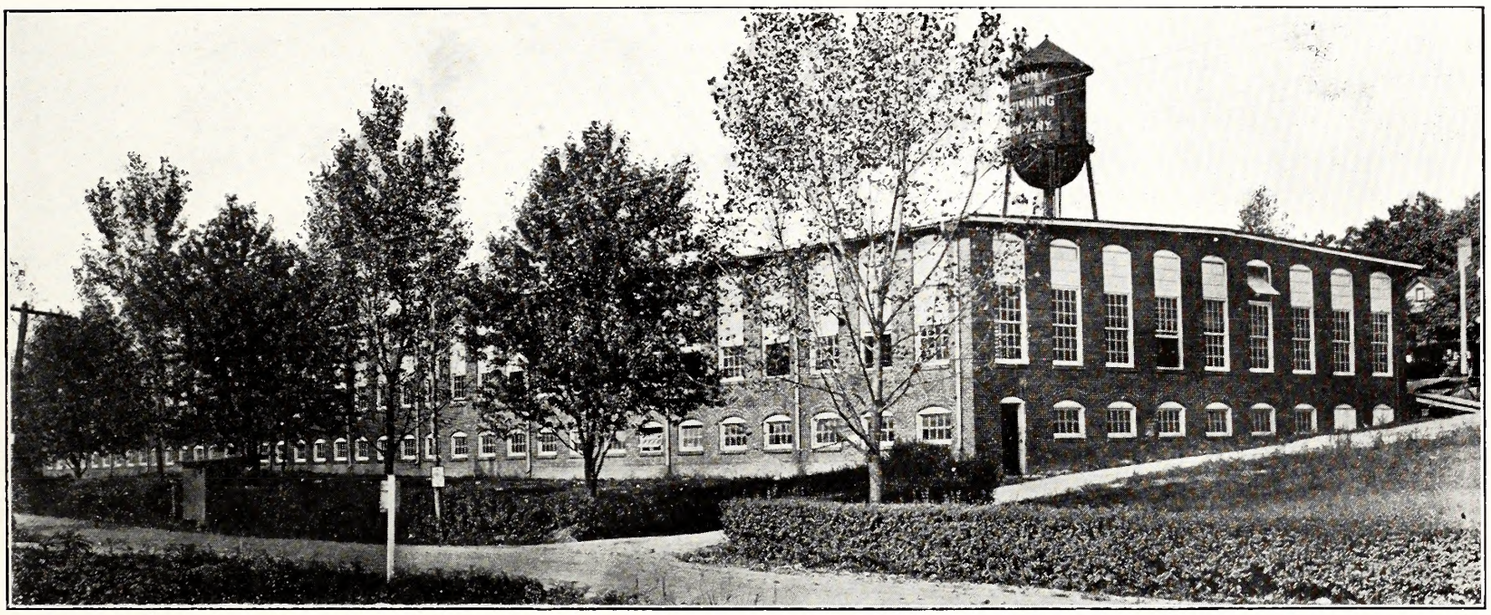
Since the mill is within the city limits of Cherryville there is no necessity for building schools in the village, as the children of the operatives enjoy all the privileges of the city schools. There is a good attendance from the village. The children average along with those from any other section of the town, being just as apt and intelligent in their work and just as active and full of life in their play and sports.

The Melville Manufacturing Company's plant at Lincolnton is not yet in operation, having only been erected in this year, 1923. The buildings are of the latest mill construction, with every detail worked out very carefully. The most approved systems of ventilating, heating, humidifying, etc., have been installed.



MELVILLE MANUFACTURING COMPANY NO. 2, LINCOLNTON, N. C.

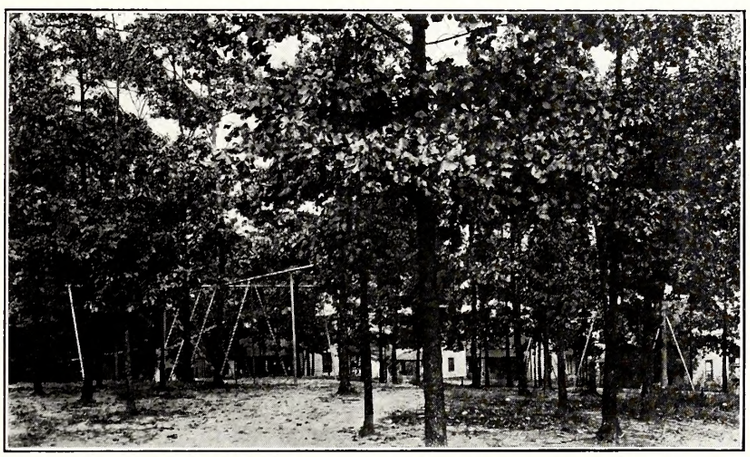
Saxony Spinning Company



SAXONY SPINNING COMPANY, LINCOLNTON, N. C.

The Saxony Spinning Company was founded in 1910 at Lincolnton, N. C., by the late Edgar Love, a textile manufacturer well known throughout the State for his progressive ideas and fine business ability.

The Saxony Spinning Company has been under practically the same management since it first started operation, for, upon the death of Mr. Edgar Love, he was succeeded as president, treasurer and manager of the company by his son, J. Frank Love, who has proven himself a worthy successor to his father. Mr. J. Frank Love maintains the same broad views and democratic ideas in regard to the running of the Saxony Spinning Company and dealing with his help as those held by his father. He is known and loved by his operatives, many of them have known him since childhood and affectionately call him "Frank," or "Mr. Frank," he won their admiration and love when as a young man he used to be captain of the baseball team and entered into all other sports and amusements of the village. Even today he is equally as interested in bettering the condition of his operatives as in the making of dollars for the mills. However, it is a foregone conclusion, to those who understand such things, that he will be most successful financially because of the loyalty of his fine class of operatives. It has been demonstrated beyond question that those operatives who are well treated, who work under healthful, comfortable conditions, live in good homes and are paid good wages, and who are contented and happy, are the ones who take the most interest in their work and become the most efficient operatives.



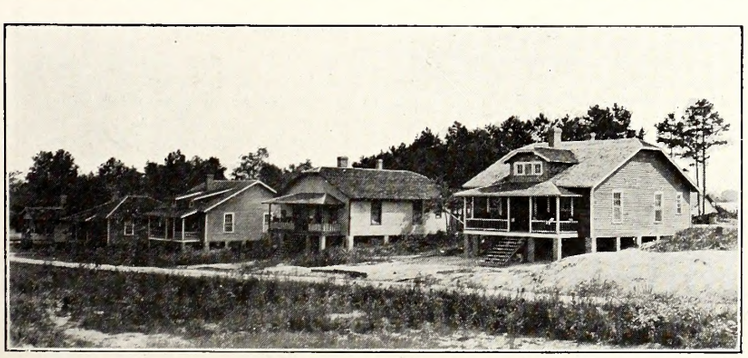
PLAYGROUND AT SAXONY SPINNING COMPANY

The other executives of the Saxony Spinning Company are R. C. McLean, secretary; J. S. Stamey, superintendent. These gentlemen are heartily in sympathy with any movement of Mr. Love's for the development of the business and for the betterment of living and working conditions for the operatives.

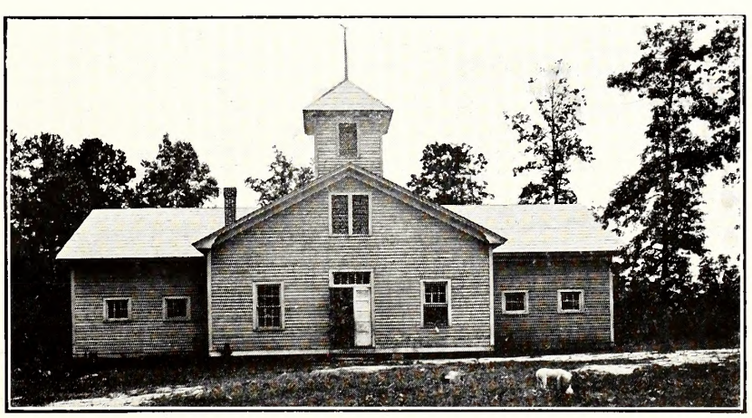
The Saxony Spinning Company has a capital stock of $150,000. The buildings are of brick, two stories, of modern mill construction with due consideration given to making working conditions of the very best. The equipment consists of 5,760 spindles which are engaged in producing 60-2 combed yarns. The machinery, like the buildings, is up-to-date and of a type to obtain the greatest efficiency with the least effort on the part of the operative.

One hundred and thirty operatives are employed in the mills, and the splendid conditions under which they work are reflected in their general appearance. Their quick movements, good coloring and interested expressions are all indicative of their environment and the way they live.

The mills are located just outside the city limits of Lincolnton and the management has only built about 30 houses in their village for a number of the operatives own their homes, or prefer to live in the town. The very pretty little mill village is quite attractive in appearance and is kept neat and clean. The houses are excellent, of a modern type of architecture, with all city conveniences such as lights, water, sewerage, baths, screens, etc.

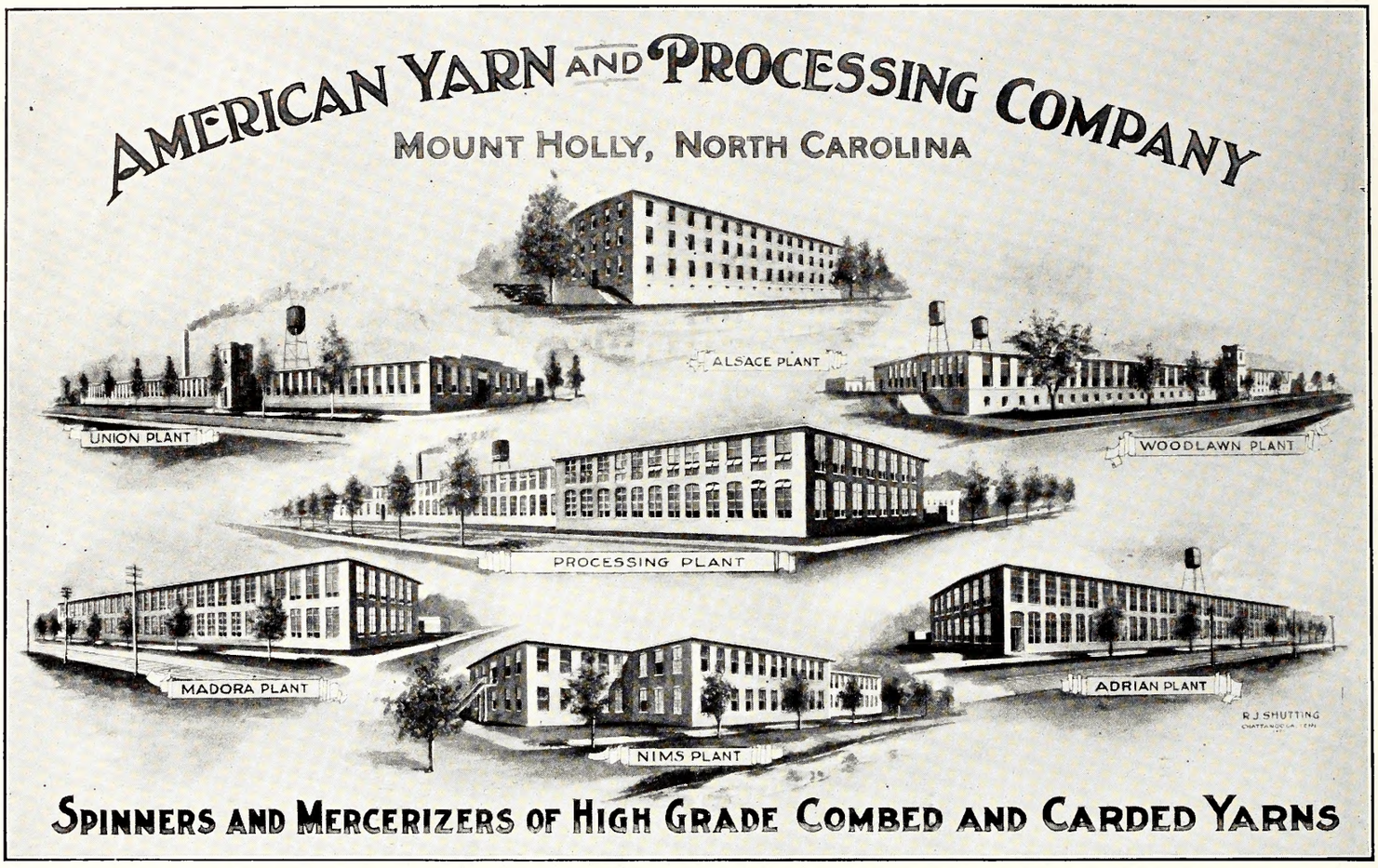


COTTAGES AT SAXONY SPINNING COMPANY



SCHOOL AT SAXONY SPINNING COMPANY

American Yarn & Processing Company



The American Yarn and Processing Company, of Mt. Holly, N. C., are under the management of C. E. Hutchison, former president of the American Cotton Manufacturers Association and former president of the Cotton Manufacturers Association of North Carolina.

He is rated as one of the leaders of the cotton manufacturing industry of the South and has been uniformly successful.

Mr. Hutchison had for a number of years operated several yarn mills at Mt. Holly, N. C., and with foresight of the future of the textile industry of the South, built the American Processing Company with the ultimate idea of dyeing, bleaching and mercerizing his yarns.

In 1920 he consolidated his mills and his mercerizing plant into the American Yarn and Processing Company with a capital stock of $2,000,000.

The plants which were merged were as follows:

The American Processing Company, a recently built mercerizing plant which was equal in equipment to any in this country.

Nims Manufacturing Company, with 8,100 spindles on 16's to 20's yarn, cable and button cord.

Woodlawn Manufacturing Company, with 10,080 spindles on 40's to 50's combed yarns.

Alsace Manufacturing Company, with 5,600 spindles on 20 single and two-ply yarns.

Adrian Manufacturing Company, with 13,056 spindles on 50's to 80's combed yarns.

Union Cotton Mills at Maiden, N. C., with 10,280 spindles on 30 two-ply warps, tubes and skeins.

Madora Mills, with 10,000 spindles on 60's to 80's combed yarns, was under construction at that time and was included.

It is a splendid group of mills that have always made yarns of superior quality and they had always been kept in good repair.

The American Yarn and Processing Company has since the merger added machinery to several of these plants and now has 63,000 spindles, in addition to their mercerizing plant.

Instead of manufacturing yarns to be mercerized by plants in the North, Mr. Hutchison mercerizes his yarns and sells them at a much higher price, thereby doing the ers had been doing with the yarns things that the Northern mercerizers had been doing with the yarns they purchased from him.

He was one of the pioneers in this kind of work and his success has encouraged others to take similar steps.

The officers of the American Yarn and Processing Company are as follows: President and treasurer, C. E. Hutchison; vice-president, I. C. Lowe; secretary and assistant treasurer, J. M. Hatch.

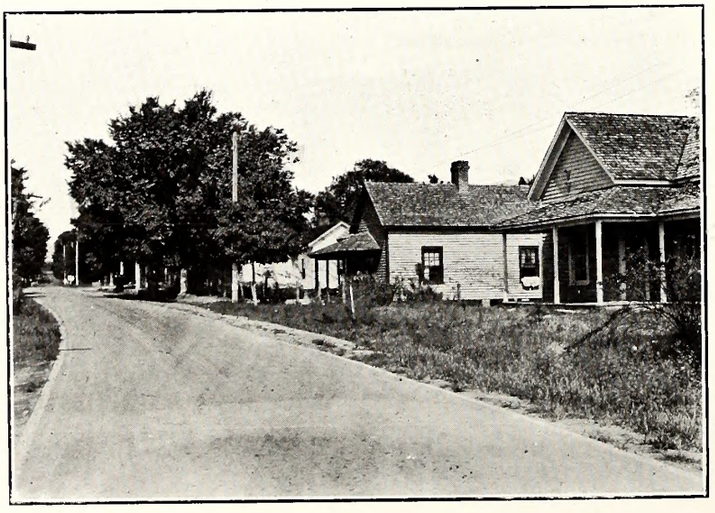
The superintendents are: Mercerizing plant, H. Gahan; Adrian and Madora Mills, Milton Ensor; Alsace and Woodlawn Mills, R. E. Starnes; Mims Mills, J. F. Outen.

The group picture above gives an idea of the class of mills that compose the American Yarn and Processing Company. They manufacture a wide range of yarns from 20's to 80's, and include both combed and carded yarns.

A large per cent of the yarns they mercerize go to the hosiery manufacturers of the South, who have from experience learned the high quality of the yarns made and mercerized under the management of Mr. Hutchison.

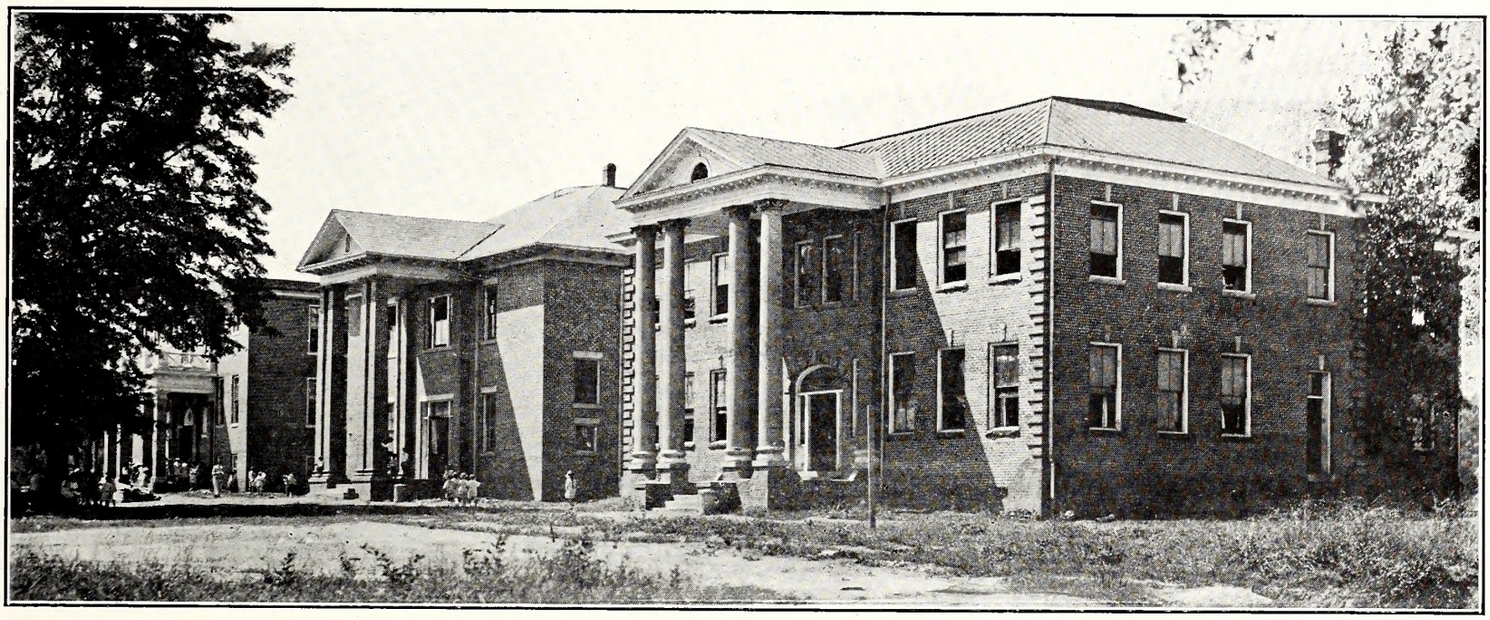
Mt. Holly is favorably located for an enterprise of this kind, being on the Catawba river, which furnishes an adequate supply of water, and upon both the Seaboard Air Line Railway and the Piedmont & Northern Railway.

The American Yarn and Processing Company do not entirely confine themselves to their own yarns and at times purchase and mercerize the products of neighboring mills which are not connected with mercerizing plants.



STREET AT NIMS MILL

American Yarn and Processing Co.



MOUNT HOLLY SCHOOL THAT CHILDREN OF AMERICAN YARN AND PROCESSING COMPANY MILLS ATTEND

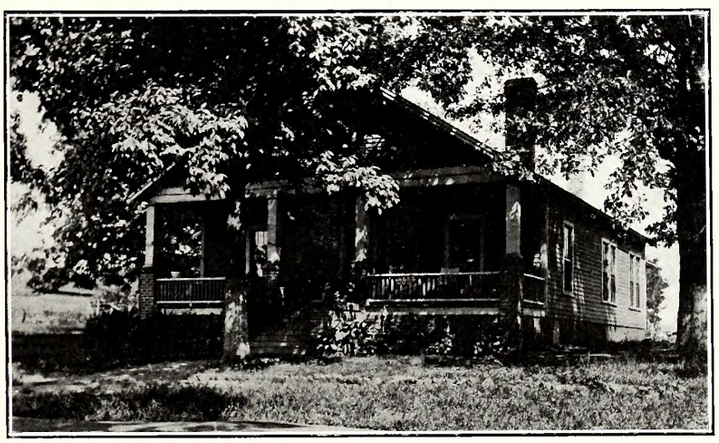
The employees of the mills of the American Yarn & Processing Company came from the mountains and small farms induced by the prospect of steady employment at good wages as contrasted with their precarious living upon the farms.

Some came also because of the better living conditions afforded by comfortable mill homes and the opportunity for their children to secure an education in the school of Mount Holly.

They found Mt. Holly a thriving and prosperous town and they also found well kept mills operated by men who had an interest in the welfare of themselves and their children and who delighted in seeing that living and working conditions were the best.

Seldom has a family come to these mills and then returned to the farms and that fact is evidence that their living and working conditions are good.

Few realize the part that the cotton mills of North Carolina have played in reducing illiteracy but in the years prior to the present educational and good roads movement, the children of the farms had to depend upon small "one-teacher" schools which could only be attended by going miles over bad roads and therefore many children failed to attend. There were no compulsory education, as there is now, because it was impossible to force children to attend schools at great distances from their homes.



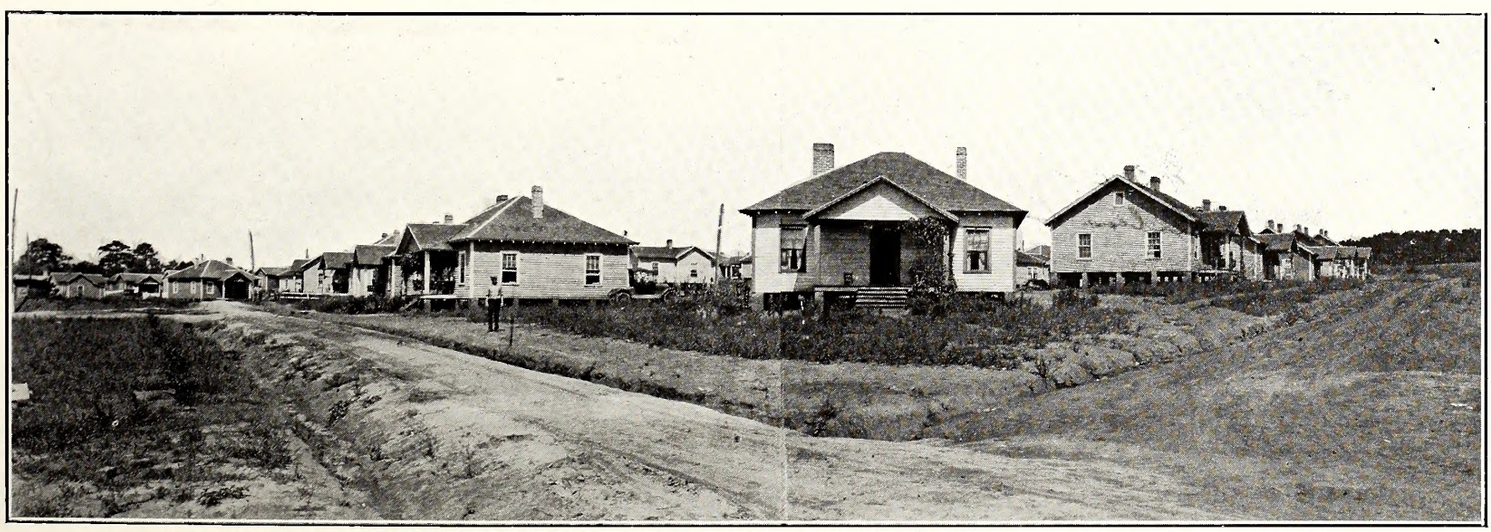
COTTAGE OF AMERICAN YARN AND PROCESSING COMPANY

Wherever men like C. E. Hutchison built mills, they also built schools because they realized that only through education could they develop the high type of mill operative that would be needed when the South began to manufacture finer yarns and to bleach and dye and mercerize them.

Those who manufactured yarns under the conditions of twenty years ago with unskilled and inefficient labor can but marvel at the development of the industry and the development of the mill operative.

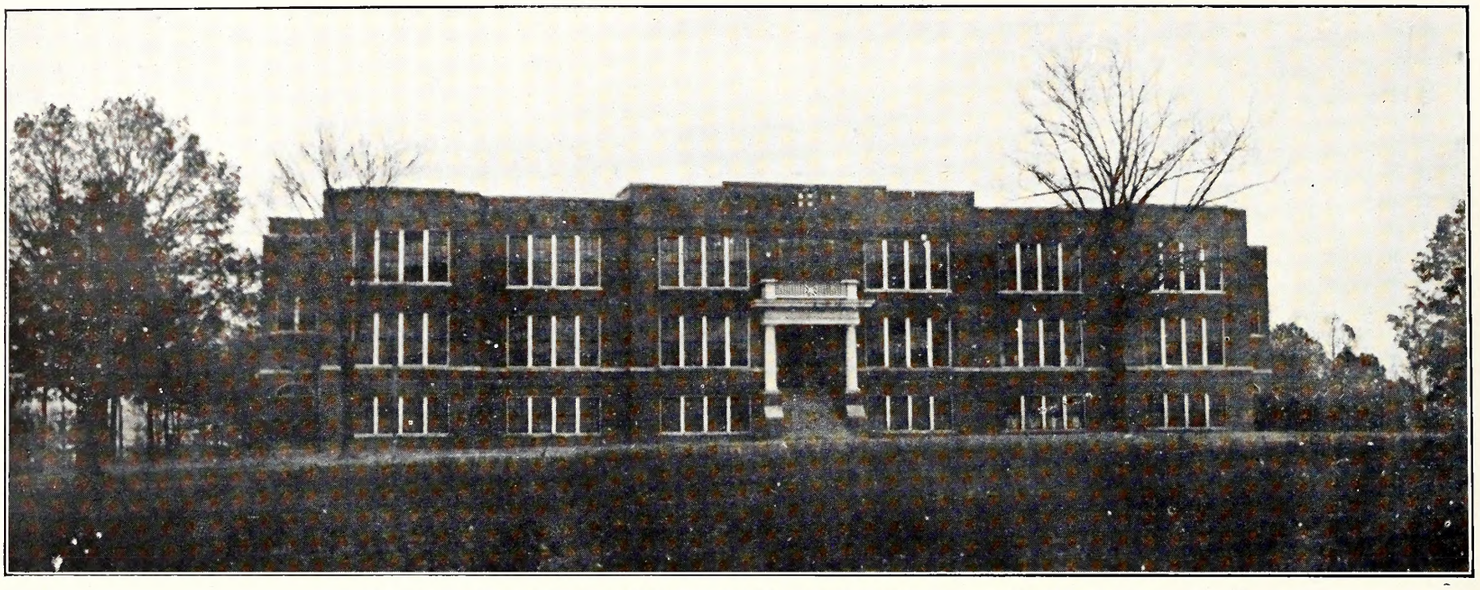
Those who twenty-five years ago said that the South could only manufacture the coarsest goodss now marvel at such a plant as the mercerizing mill of the American Yarn and Processing Company.

The yarns produced by this company have earned a reputation for uniform high quality and rank with the best produced in other sections of the country. Mr. Hutchison always insists upon quality of output.



STREET AT MADORA MILL OF AMERICAN YARN AND PROCESSING COMPANY, MOUNT HOLLY, N. C.

Lawrence S. Holt & Sons



BURLINGTON SCHOOL THAT AURORA MILL CHILDREN ATTEND

The Holt family were among the pioneer cotton manufacturers of the South, their early mills having been built around Burlington, N. C.

Three generations of Holts have engaged steadily in the manufacture of cotton fabrics and wherever a Holt industry is found, there will be found frequent instances where operatives for three generations have been employed steadily by the same mills.

They have always specialized in the manufacture of colored goods and are today operating many colored goods mills in Alamance county.

One branch of the family, Lawrence S. Holt & Sons are proprietors of the Aurora Cotton Mills at Burlington. Eugene Holt is the active head of its affairs, assisted by his brother, Lawrence H. Holt, Jr. Lawrence S. Holt & Sons have other industrial interests in the State, among which are the Gem Cotton Mills, of Gibsonville, N. C.

The Aurora Cotton Mills are the largest and one of the oldest mills of Burlington. They are a development of a small plant purchased in 1885 by Lawrence S. Holt and enlarged from time to time. Today they have an equipment of 19,144 plete dyeing, bleaching and finish- spindles and 817 looms, with coming departments.

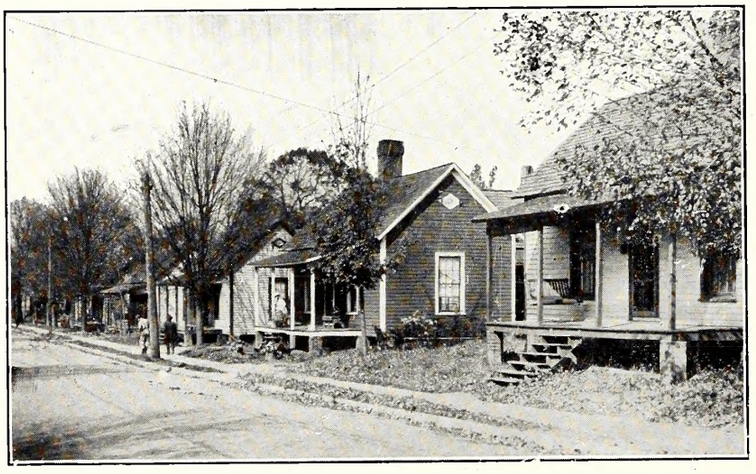
The main building of the mills is 580 feet in length and 150 feet wide, two stories high. More than 500 people are employed and the daily output is 35,000 yards of ginghams. These are sold under the "Aurora" trade-mark and are unexcelled anywhere in the country in excellence of construction and superior workmanship and fastness of colors, as well as in beauty of pattern or design. The buildings of the plant, like the equipment, have been remodeled and kept up to date in every respect. Modern systems of ventilation, lighting and heating insure the health and comfort of the operative. Sanitary drinking fountains supplied with pure running water from an artesian well, furnish throughout the mills a complete water supply and are an added safeguard to the health of the operatives.

No section of Burlington is cleaner or better kept than that in which the Aurora Mills and mill village are situated.

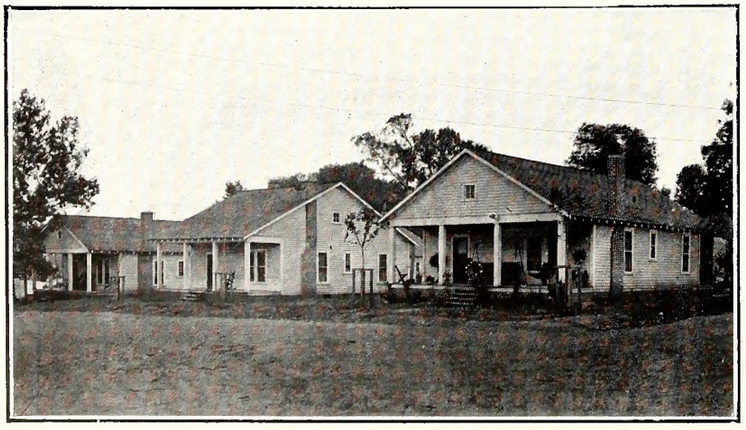
The Aurora Mills employees live in the neat, pretty homes that have been provided by the company for its employees. There are something like one hundred of these houses. All are kept in good repair and are comfortable and convenient.

All the mill cottages are supplied with pure artesian water, septic sewage disposal outfits have been placed on the premises and everything is most sanitary both inside and out of the housess. Front and back yards, streets and alleys all demonstrate the civic pride manifested by the mill people in making their village a model of cleanliness and sanitation. Each cottage or house has ample space for flowers and gardens, shade trees have been planted along the streets, all of which lend an air of peace and contentment to the village.

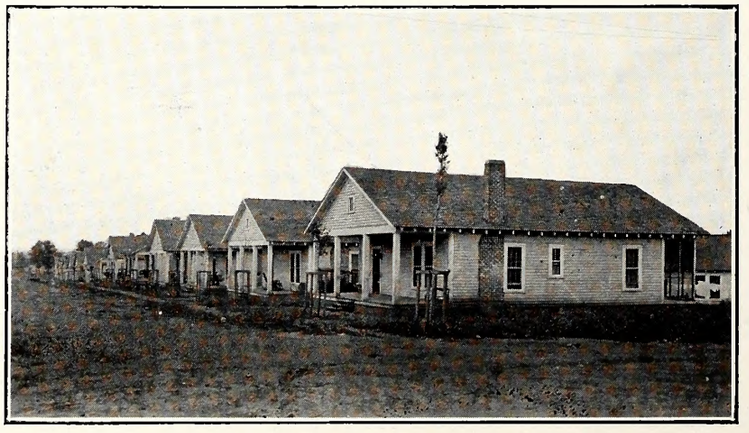
Being located in the central section of Burlington, the Aurora Mills



STREET AT AURORA MILL

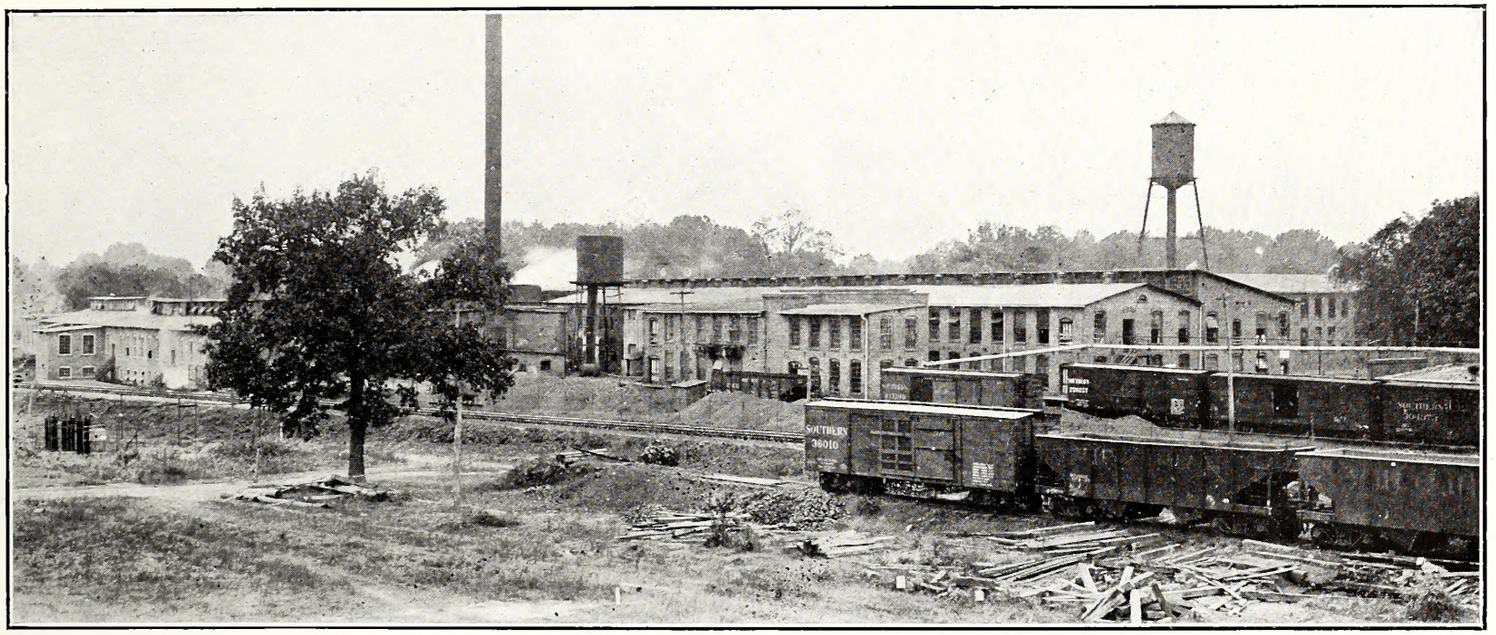


STREET SCENE AT AURORA MILL



STREET SCENE AT AURORA MILL

Lawrence S. Holt & Sons



AURORA MILL OF LAWRENCE S. HOLT & SONS, BURLINGTON, N. C.

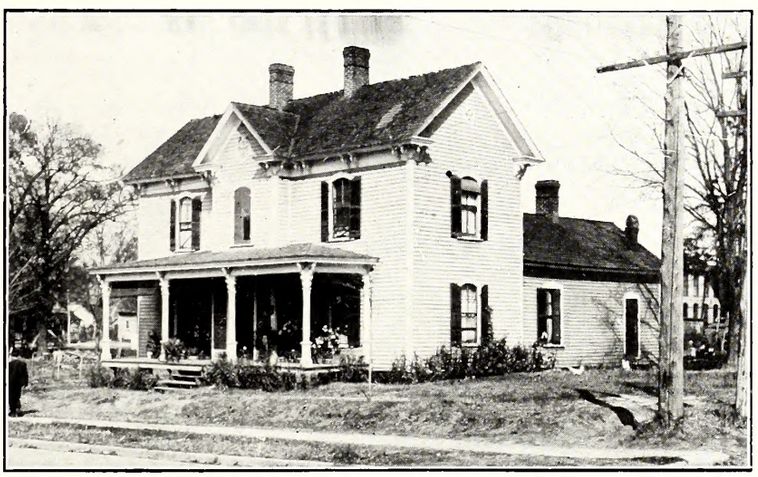
have not found it necessary to provide schools and churches for their operatives and their families. Burlington is possessed of one of the best systems of graded schools in the State, to say nothing of its institutions of high learning. Children from the Aurora Mills village have free and equal access to all these schools and nowhere could one find better educational advantages.

In the way of religious advantages and opportunities the people of the mills are well cared for. Splendid edifices throughout the city are cordial in their welcome to these people. Many of the operatives are active in the affairs of the churches where they worship.

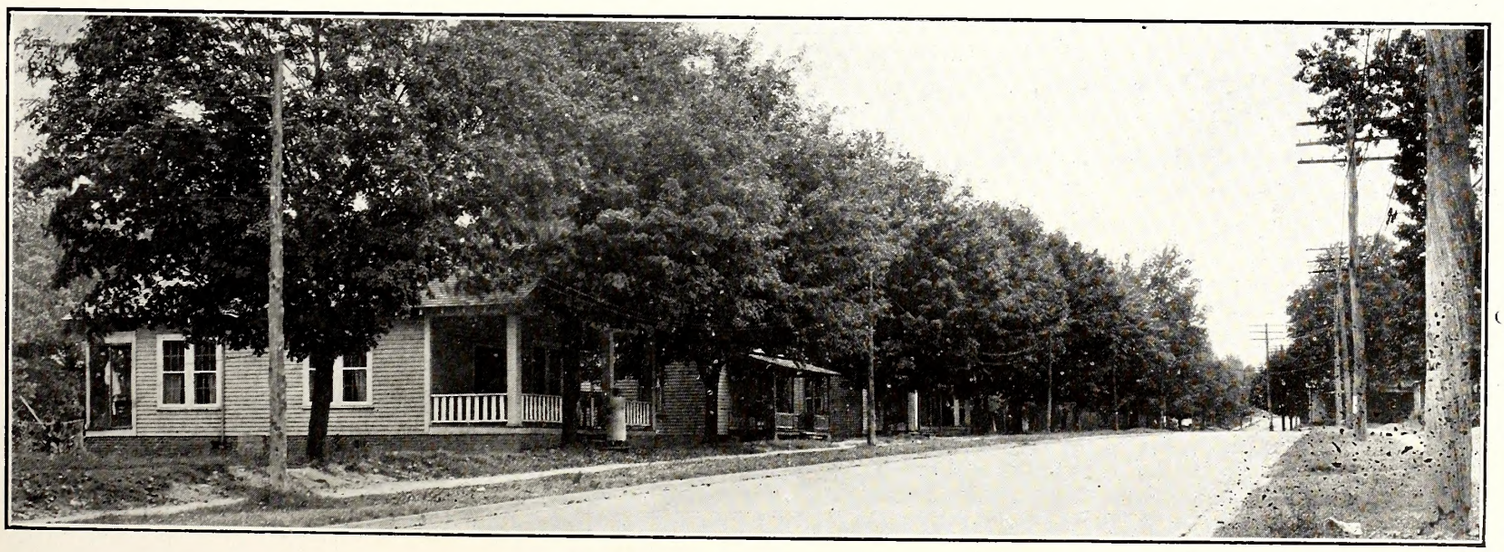
In regard to welfare work and efforts to improve the conditions of labor Lawrence H. Holt stands out prominently, being among the first cotton manufacturers in the South to pay wages wholly in money and not in trade checks and store accounts. Mr. Holt is also a pioneer in reducing hours of labor and the instigator of many other reforms.

The people employed in these mills are a fine lot of citizens, loyal and industrious. Many of them are saving out of their wages and have nice savings accounts. The management is proud of the fact that their operatives stay with them, having no desire to make a change. It has always been the policy of the mills to fill the more responsible positions with men in the mills who have worked themselves up from the ranks. Every operative knows that there is an opportunity for advancement and promotion for him if he is sufficiently ambitious to climb up. A spirit of loyalty to the management and to their mills is characteristic of the operatives at Aurora Mills. For three generations the Holts of Alamance County and their employees have worked together, maintaining toward each other a spirit of justice and fair play not always found in industrial communities.

The older men in the mills grew up with Lawrence S. Holt and have always looked upon him as a friend and the younger men have felt the same way towards his sons.



COTTAGE AT AURORA MILL



STREET SCENE AT AURORA MILL

Brookford Mills



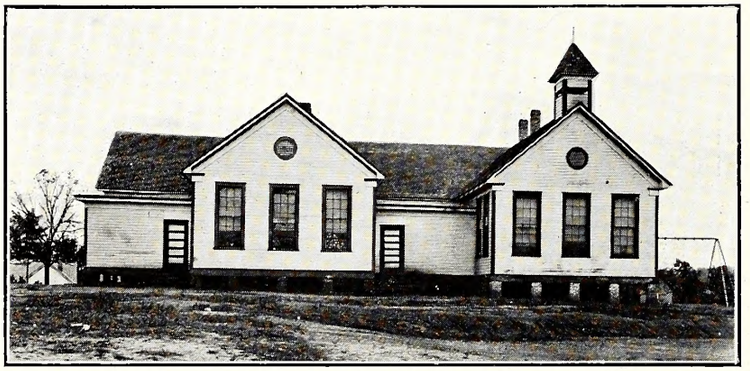
BROOKFORD MILLS

These mills were founded in 1898 by A. A. Shuford and associates; located at the little mill village of Brookford, Cawtaba county, N. C., an ideal place for a cotton mill and mill village, just two miles from Hickory, N. C., a thriving little industrial center.

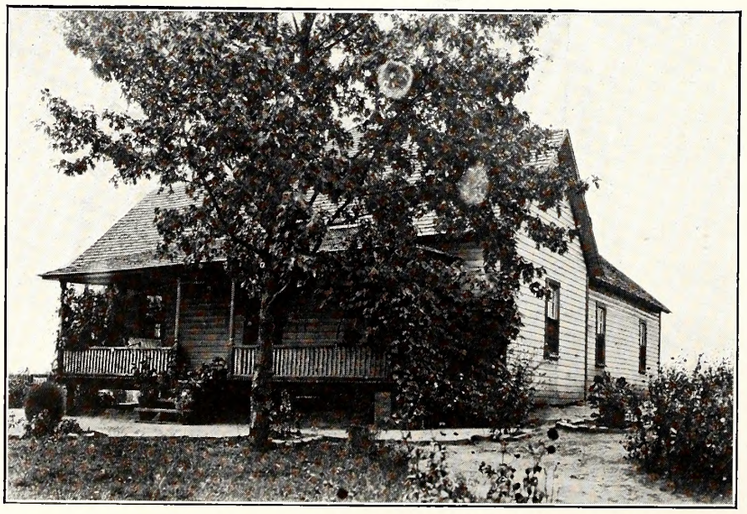
The officers of the Brookford Mills Co., are: C. A. Brannan, president; A. P. Redmond, vice president and treasurer, as well as manager; J. B. Duval, secretary and assistant treasurer; H F. Moody, superintendent. The actual management of the mills devolve upon Mr. Duval and Mr. Moody. These gentlemen are executives of splendid judgment and progressive ideas and under their careful management the mills have been most prosperous. While Mr. Braman and Mr. Redmond are not always on the spot they are thoroughly in sympathy with the policies of the secretary and superintendent.

The mill is a five story brick building of the day light type. A careful line of replacement and renewal is going on in the mills all the time as it is the purpose of the management to keep both mill buildings and equipment thoroughly modern and up to date all the time. The equipment consists of 18,368 spindles and 632 looms and the products are high grade corduroys and convertibles. The working conditions in the mills are all that could be desired in the way of pleasant environments, health and comfort.

Five hundred and fifty persons are employed in the Brookford mills. These live with their families in the pretty mill village which the management has built for its operatives. The population of the village is approximately 750. The company has built 140 homes, frame cottages varying in size to meet the needs of the families. There are also two large houses of 24 rooms each used as boarding houses or hotels. All these houses are equipped with baths, sewerage, running water and electric lights. Each cottage is comfortable and conveniently arranged, nicely painted and kept in perfect condition. Each one has the usual complement of ground for raising vegetables, fruit, etc., and in the front space for flowers and shrubs.



SCHOOL AT BROOKFORD MILLS



COTTAGE AT BROOKFORD MILLS

A definite line of welfare work is carried on at the mills, a trained worker comes from Hickory twice a week to instruct and assist the people of the community in movements for their improvement and culture. Through her efforts various clubs and organizations have been formed for the entertainment of the community and the social side of life has been well developed. There are lectures, debating societies, socials, games, etc. The Community House is the center of all village activities. The results of this work are most satisfactory; the management has long since discovered that a healthy, happy, satisfied operative is a most necessary factor in the development and success of any business. They feel that expenditures for the pleasure and comfort of their people are absolutely essential and they are doing more and more along this line all the time.

A splendidly equipped new school building gives one the idea of the educational status of the mills. The building has been built and equipped and maintained by the Brookford Mills. Six teachers are employed, paid conjointly by the mills and county, one hundred and seventy-five pupils are in attendance. After the children finish the grades in this school they have access to the high schools of Hickory and frequently they go straight through the higher grades. A night school for illiteracy and the study of textiles is maintained by the mills under the direction of competent instructors.

Brookford Mills

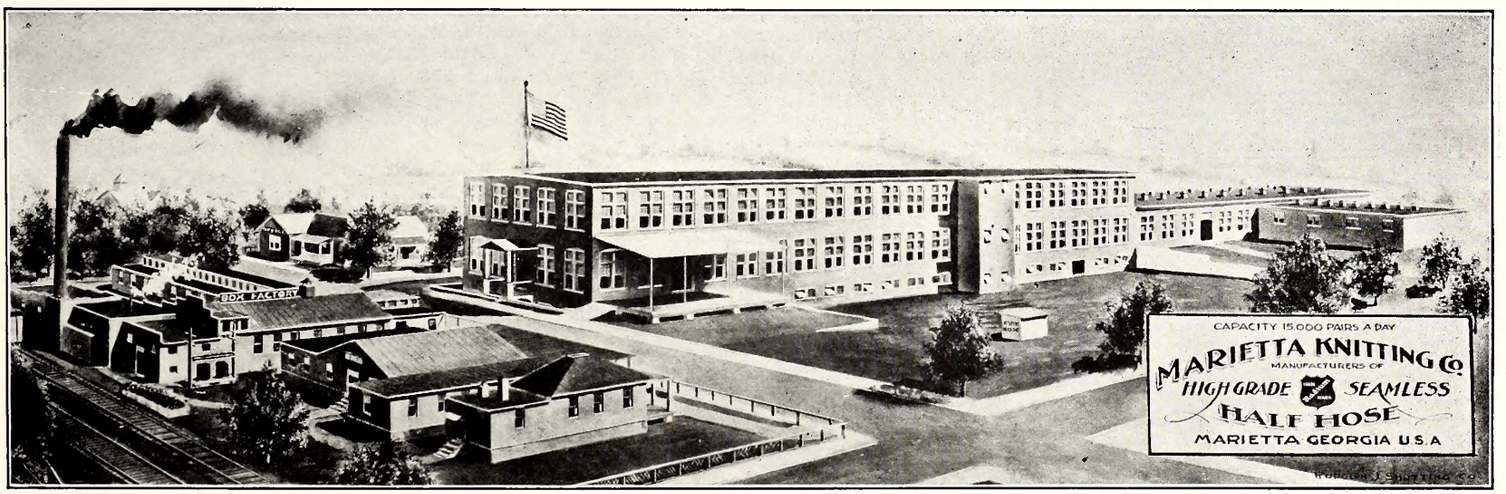


BROOKFORD, N. C.

The religious side of the village life is taken care of by the erection of two neat, comfortable churches, built by the mills and maintained by the mills and denominations. Each has a good Sunday School. Young and old alike are interested in the affairs of the church, many are actively engaged in religious works.

Athletics and sports and encouraged. Baseball is very popular and basket ball has a large following. A Boy Scout troop is a source of pleasure and instruction for the boys of the community.

Marietta Knitting Company



MARIETTA KNITTING COMPANY, MARIETTA, GA.

In 1898 an industry of which Marietta, Ga., and surrounding country is very proud, was founded by the Northcutts. Marietta is a historic little city and it is certain there must be a reason for her pride in any industry. The Marietta Knitting Company is one of which the town is proud and it deserves the fine things said of it.

The mill building is of modern construction, the main part being three stories, built of brick, with numerous windows to let in light, sunshine and fresh air. The machinery has been replaced and supplemented from time to time, keeping the equipment constantly up to date. High grade half hose, "Radium" trade mark, is made.

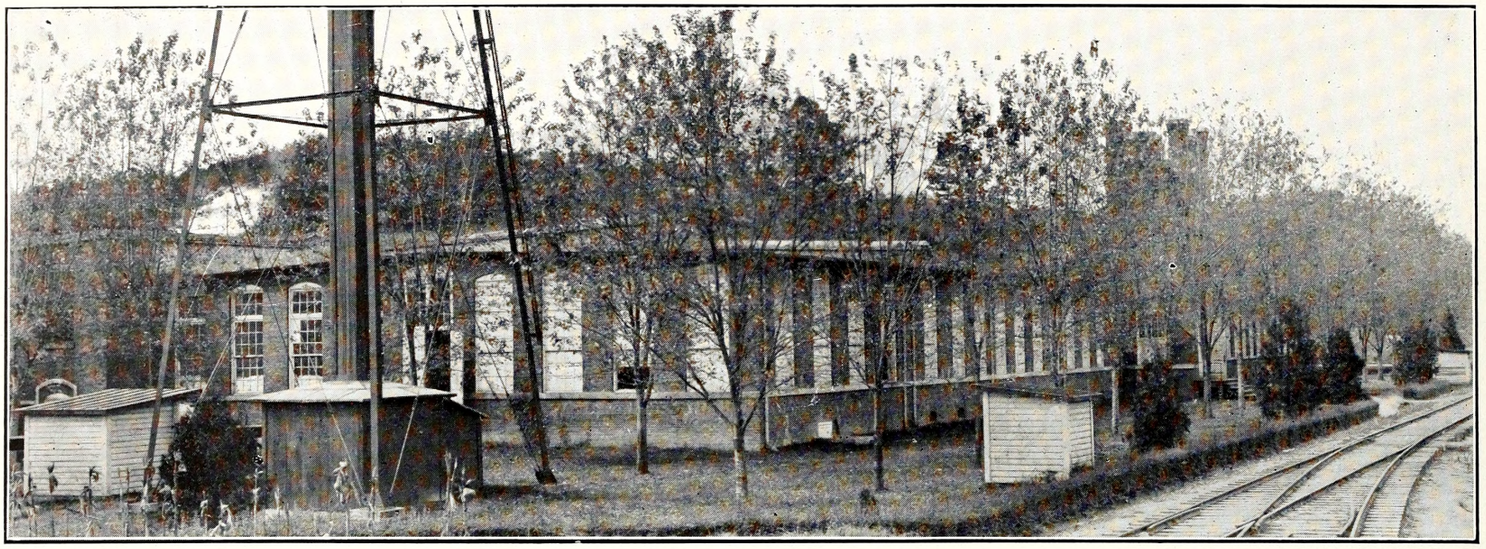
Two hundred and twenty-five employees, principally girls and women, are employed in the operation of the 250 knitting machines. The company has a capital stock of $125,000.00.

The officers of the Marietta Knitting Company are R. H. Northcutt, president; Ralph W. Northcutt, vice president; Guy H. Northcutt, secretary and treasurer; James J. Daniel, superintendent. There has been no change in management since the organization of the mill. Constantly there has been a steady growth and expansion, with always a desire to improve the quality of the goods manufactured.

There is a nicely furnished recreation room in the mill; a piano is included in the furnishings and music is encouraged. There is a good Y. W. C. A. and sports of all kinds are encouraged. There are playgrounds and parks. The operatives enjoy all the privileges of the city for pleasure, worship and entertainment.

The operatives are above the average in intelligence and ability. They are well paid, work under excellent conditions and are contented and happy. They appreciate the liberal policies of the management and the interest manifested in them.

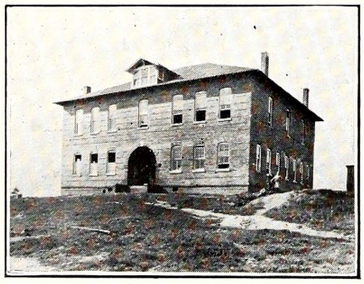
Nelson Group of Mills



WHITNEL COTTON MILLS, LENOIR, N. C.

This group of cotton mills are under practically the same management. The Hudson Manufacturing Company, located at Lenoir, N. C., was founded in 1904. The capital stock is $200,000. The officers are: President, J. C. Seagle; secretary and treasurer, J. L. Nelson; assistant secretary and treasurer, J. L. Nelson, Jr.; superintendent, B. B. Hayes.

The mills are of standard mill construction with due consideration given to making them healthful and pleasant for the operatives. The equipment consists of 5,000 spindles and the products are skeins and cone yarns, 24s to 30s. The operatives are a good class of help, most of them quite skillful. They show that they are working under pleasant, comfortable conditions by their bright eyes, good coloring and fine physical condition.



SCHOOL AT HUDSON MILL

A beautiful little village has been built in connection with the Hudson Manufacturing Company's plant. The pretty cottages are convenient and comfortable, equipped with lights, water and sewerage tanks. Each home has a good plot of ground to be used as the occupant sees fit. The entire village is kept neat and clean and made quite attractive by the many beautiful flowers, vines and shade trees that have been planted.

Education is deemed most important and a fine large school building built conjointly by the mills and county funds, and maintained by a special district tax, affords splendid opportunities for the children of the mill families. Competent teachers are employed and there are 250 pupils in regular attendance. A fine large playground in connection with the school is equipped with all kinds of play apparatus for the pleasure of the children.

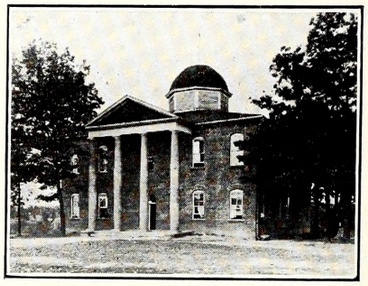
Hudson Manufacturing Company offers many unusual advantages to their operatives, including fine schools, good churches, amusements, sports, a very healthy, pleasant place to work, comfortable homes and a most helpful spirit of friendliness and co-operation.

The Lenoir Cotton Mills, founded in 1901 and located at Lenoir, N. C., have as their executives: J. H. Beall, president; J. L. Nelson, secretary and treasurer; J. L. Nelson, Jr., assistant secretary and treasurer; F. C. White, superintendent.

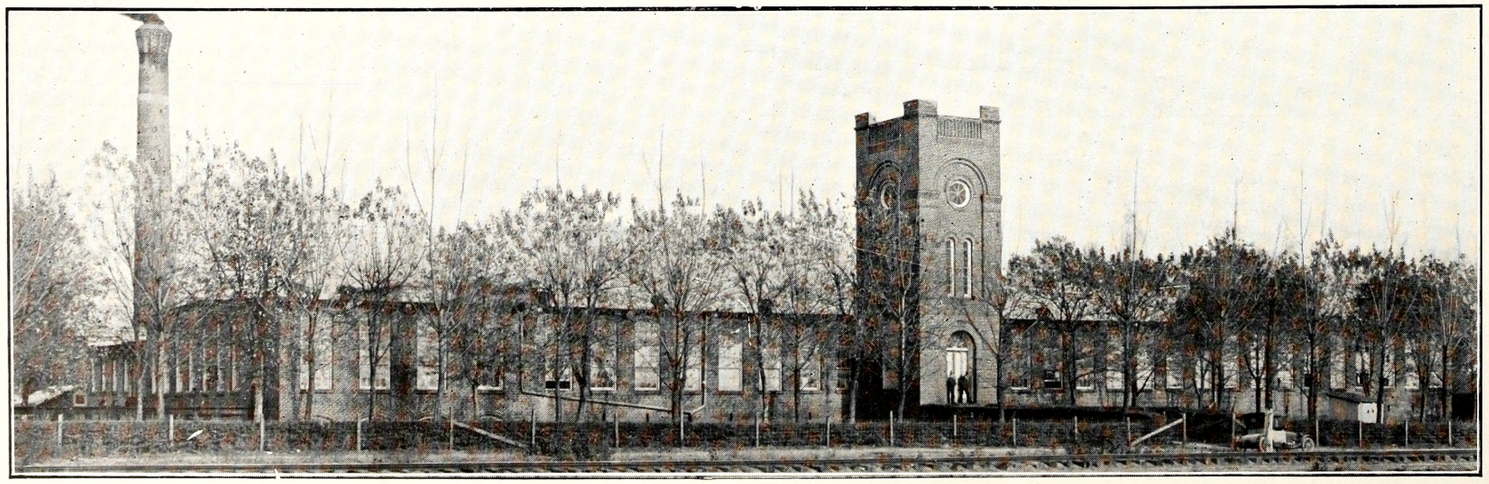
The Lenoir Cotton Mills are capitalized at $250,000. The equipment consists of 6,720 spindles and combed and carded peeler yarns are manufactured. The same modern ideas and methods are in effect at the Lenoir Mills as in the other mills of the group. Nothing is left undone that will make for better working conditions in the mills or for better living conditions among the mill families.

Since the mills are located within the city limits of Lenoir, it has not been deemed wise by the management to build separate schools, churches and places of amusement for their people. The management feels that it is much better for them to mix and mingle with other citizens of the town in their religious worship and schools, as this will have a tendency to broaden and enlighten them. An experienced welfare worker is employed by the company to direct and instruct the mill people in making their homes more livable. Classes in domestic science in sewing, cooking and other branches have been of wonderful value to the women of the community.

Moore Cotton Mill Company is a third mill of the chain. This plant is located a little outside of Lenoir, N. C., and together with its mill community form the beautiful little village of Valmead. The site is most picturesque with gently sloping hills and many fine native shade

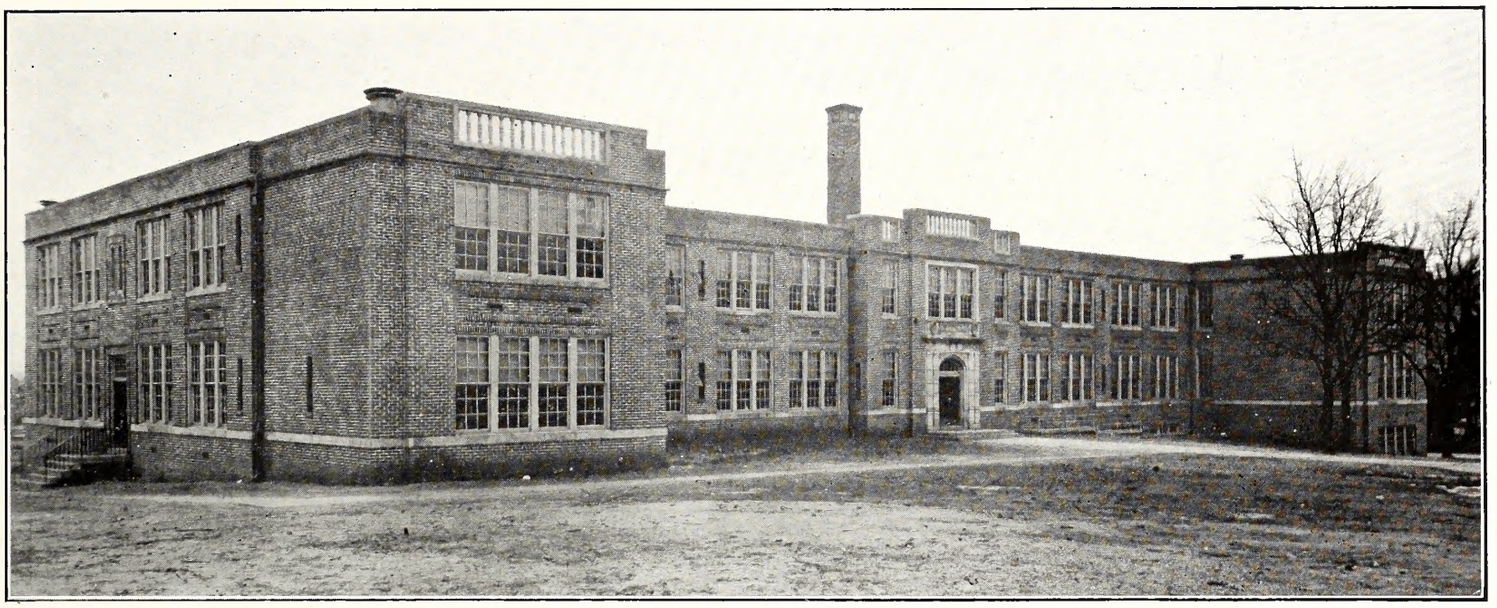


SCHOOL AT WHITNEL MILL



HUDSON COTTON MANUFACTURING COMPANY, LENOIR, N. C.

Nelson Group of Mills



GRADED SCHOOL THAT CHILDREN OF LENOIR COTTON MILLS ATTEND

trees. The management has done a great deal to enhance the natural beauty of the village by laying out streets and pavements and building cottages of attractive designs. This mill village is complete in itself with its good school, nice churches, stores and community center.

The Moore Cotton Mill Company is capitalized at $135,000. The equipment consists of 5,376 spindles; the products are 30s to 40s carded yarns. The buildings and the equipment of the Moore Mills is in the same fine physical condition as that of the other mills of the group. The executives are: J. L. Nelson, president and treasurer; J. L. Nelson, Jr., assistant treasurer and secretary; A. L. Setzer, superintendent.

The fourth mill in the chain is the Whitnel Cotton Mill Company, at Lenoir, N. C. G. F. Harper, of Lenoir, is president of this organization and the other officers are: J. L. Nelson, Lenoir, N. C., secretary and treasurer; J. L. Nelson, Jr., Lenoir, assistant treasurer; T. A. Wright, superintendent.

The Whitnel Mills were founded in 1907 and have a capital stock of $225,000, with an equipment of 6,000 spindles. The plant is most attractive in its environment of green hedges, grassy lawns and fine shade trees. The very atmosphere of the place indicates prosperity. The buildings and machinery are modern and of a type best adapted to the manufacture of cotton yarns

Wilson Cotton Mills

Wilson, N. C., is a splendid little city with a number of industrial plants. One of the most prosperous and progressive is the Wilson Cotton Mills Co. This factory was founded in the early 80's under the direction of A. Branch. The present owners are R. G. Griggs, president; F. L. Carr, secretary and treasurer; George F. Shipp, superintendent, and A. B. Deans, manager. The mills have a capital stock of $88,000. Like most of the mills in North Carolina this plant has been built largely by local capital. They have an equipment of 6,240 producing spindles which are engaged in the manufacture of 20-2 ply chain warps, cones and tubes and 10-1, 20-1 hosiery yarns.

The mill building is of brick, two story, with many windows and facilities for excellent ventilation and lighting. From time to time, as necessary, the building has been improved and brought up to date. The same thing may be said of the equipment, it being constantly replaced with modern machinery, thereby making the working conditions most satisfactory.

The management appreciates the fact that in order to receive the best value possible for their money expended they must keep the mills up to date, clean and comfortable so that their operatives may have healthful working conditions as well as a pleasant environment.

Seventy-five operatives are employed in the Wilson Cotton Mills, practically all of whom live in the mill village, which has a population of 200 inhabitants. The management has provided 30 neat, attractive cottages for the workers and their families. These cottages are very comfortable and convenient with all town appliances such as lights, water and sewerage. Each cottage has a pretty spot of fertile soil for a garden; also a front yard where flowers may be grown. Many of the operatives have been in the mills since its organization and naturally feel very much at home in the mill cottages. They take a deal of pains to keep their premises sanitary and make things look as well as possible.

The management encourages those who are ambitious and advance them in the mills as fast as they merit it. It is an unwritten law in most all Southern mills that the heads of the departments shall be taken from the rank and file of the mills, persons who have a thoroughly practical knowledge of the textile business and are, at the same time, kindly disposed and patient with their fellow workers.

The operatives of the Wilson mills are, as a whole, loyal and devoted to their employers. While they were unskilled and unable to accomplish very much when they first came to the mills, but with the kindly treatment accorded them, together with their native wit, they soon became quite skilled in their work and are very proud of the high quality of goods manufactured by the mills.

Since the mills are located in Wilson township the mill hands enjoy all the privileges of the town in the way of schools, churches and amusements. The children of the mill village go right along to the public school with the children of the best citizens of the town and hold their own in their school work. Frequently children from the mill families take a higher education and go into other walks of life.

There is never any labor trouble in these mills as the operatives are quite contented with the deal they are receiving.

The operatives of the Wilson Cotton Mills live better than they did before coming into the mill community. Many of them came direct from the surrounding country where they lived on little farms of their own, or were employed as tenants on larger farms. In either instance they lived in poor homes, with only the bare necessities of life, very little pleasure and still less ready money. Such people, though untrained and unskilled, are apt and intelligent and respond very quickly to the warm friendliness of the mill family and in a very short time it would be very hard indeed to recognize them as the same persons that condition. The children of the mill village are just as apt and intelligent and average up as well as children from other sections of the town. They are just as active and full of life as strong, healthy youngsters can be, and are just as apt to lead in their classes, athletics, etc., as any of the other children.

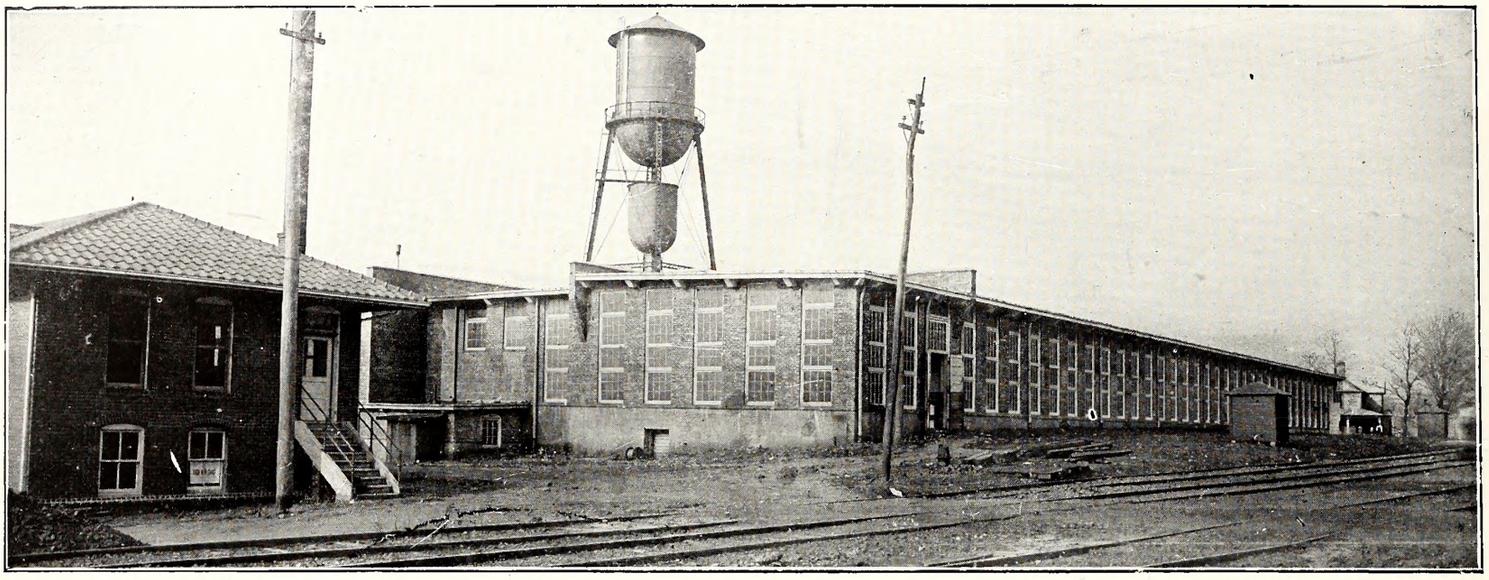
A number of churches of various denominations are to be found in the community, thereby affording pleasant places for worship for the mill people in the denomination of his choice. Many of the operatives and their families are active in the work of the churches and Sunday schools and they have their own organizations for the improvement of the community.

The operatives are encouraged to keep their premises in a neat, sanitary manner. There are classes in hygiene and laws of sanitation are taught. Much interest is manifested in the raising of fine vegetables and flowers, and good housekeeping, and this interest is stimulated by the offering of substantial prizes in these various lines.

Living is quite cheap in the village, as the management does all possible to help reduce the cost by furnishing fuel at cost and a number of other ways.

Sports are encouraged and playgrounds for the children are a source of amusement as well as affording healthful exercise.

Falls Manufacturing Company



FALLS MANUFACTURING COMPANY, GRANITE FALLS, N. C.

One of the most progressive manufacturing industries of Granite Falls, N. C., is the splendid textile plant of the Falls Manufacturing Company, which was erected in 1917. There has been no change in management since the mills were built and under the watchful guidance of the executives who have been untiring in their efforts for the prosperity of the mills, there has been continuous growth. The officers are all local business men of unusual ability.

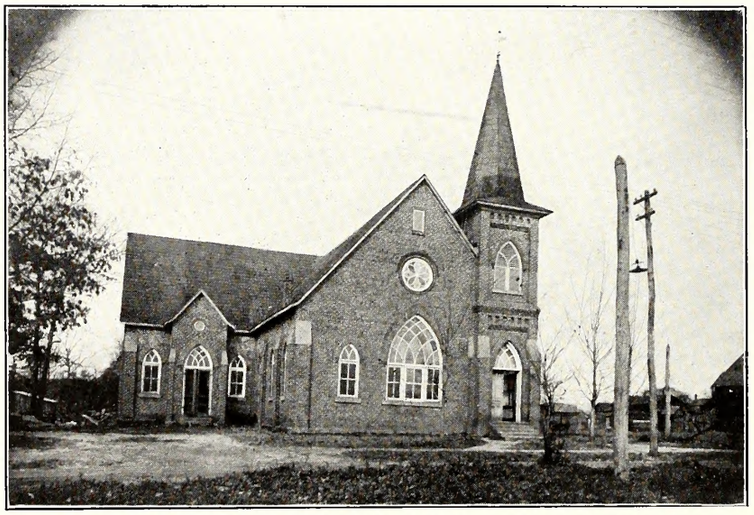
Most of the capital stock of $200,000 is owned by local citizens which is evidence of the confidence and trust the people have in the ability of their own people to achieve things. J. D. Elliott is president of the company; L. T. Sharp, vice-president; D. H. Warlick, secretary and treasurer; W. E. Poovey, superintendent.

The buildings are of modern mill construction, one story, brick. Naturally such a modern building has the most up-to-date systems for heating, ventilating, humidifying, and artificial lighting, and all conveniences that make for the best working conditions. The equipment which consists of 6,000 spindles driven by hydro-electric power, are equally as modern and of a type to produce the very best quality of goods manufactured. The output is combed knitting yarns, especially for underwear.

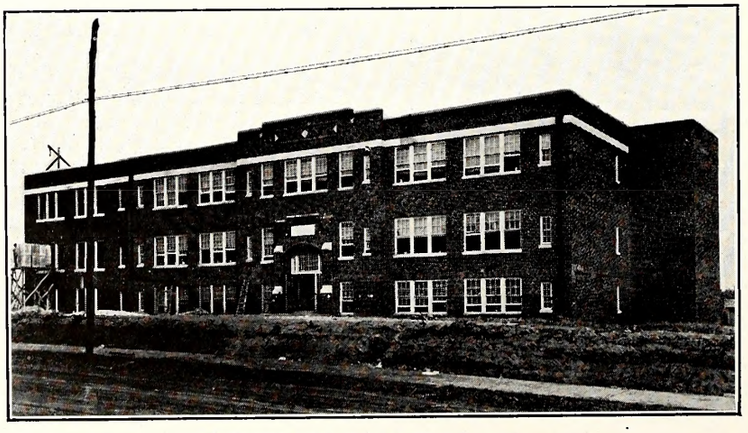
There are about 100 operatives employed in the mills, a large number of whom have been with the company ever since the organization of the mills. These people are steady, industrious operatives. They are intelligent and interested in their work.

The management has built twenty-two neat, comfortable cottages of the bungalow type of architecture for their help. These houses contain four and five rooms each, neatly painted inside and out, with plastered walls, good hardware, plenty of closets, porches, electric lights, and other town conveniences. There is plenty of ground with each cottage for raising vegetables, fruits and flowers. Many of the families manifest great pride in their splendid gardens and beautiful flowers and add to the attractiveness of their places.

The management tries to instill civic pride in their people and set them an example by keeping the mill premises neat and clean. A certain amount of welfare work is being done in the village under the direction of the management. Several clubs for the advancement and pleasure of the people have been formed. Of special interest is the Girls' Club and the Boy Scout troop, both of which are doing a great work in holding the interest and helping to mould the characters of the young people of the community.



CHURCH AT GRANITE FALLS



SCHOOL AT GRANITE FALLS

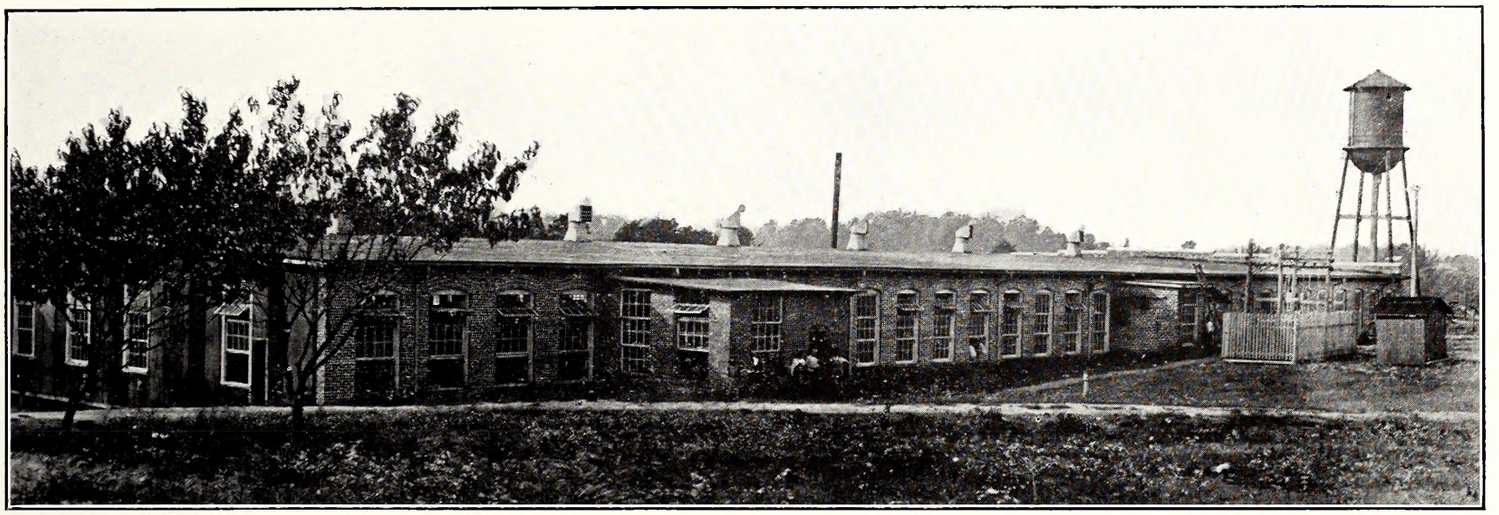
Sports are encouraged and sponsored, baseball is most popular but basketball, tennis and football all have a large following. There is a good orchestra composed of mill operatives that is a source of pride and pleasure in the community.

Since the mills are well inside the city limits of Granite Falls, it is unnecessary for the management to provide special schools in the village for the children of the community. Granite Falls has a good school with competent teachers and the children from the village are just as bright and intelligent and stand just as well in their classes as do those from any other section of the town. Just recently a splendid new school building has been erected, modern in architecture and combining all up-to-date features to be found in such buildings. A good library is open to the public at the school.

The mill families attend religious services in the various churches of the town. Many of them are active in church work and affairs of the Sunday schools.

The management has fine liberal ideas in dealing with their help. They take a very personal interest in their welfare and do all they can for their improvement and advancement. The operatives appreciate this interest, soon understand that they are free to go to the office with any of their affairs for advice and assistance, which is freely given in every instance. Because of this friendly feeling between labor and capital there is never any friction or disturbance at the mills. A high standard of morality is maintained in the mills and the village and the people are very loyal to the mills.

Carolina Cotton Mills



CAROLINA COTTON MILLS NO. 1, MAIDEN, N. C.

The Carolina Cotton Mills are located at Maiden, N. C., and were founded in 1919 by B. M. Spratt, Jr. The executives of the company are: W. B. Murray, president; Dr. J. C. Whiteside, vice-president; G. E. Mauney, secretary; B. M. Spratt, Jr., treasurer and manager; W. L. Heffner, Jr., superintendent. These gentlemen have a thorough knowledge of the cotton mill business and under their careful management the mills have been most successful. Mr. Spratt, especially, deserves a great deal of credit for the prosperous condition of the mills. He is untiring in his efforts. Being a man of keen business ability and good sound judgment, he has appreciated the importance of healthy, satisfied operatives and has been equally as zealous in providing good working and living conditions for his help as in making money for the mills.

The capital stock of the Carolina Cotton Mills is $350,000. The equipment consists of 12,240 spindles, which are driven by electricity. The mill buildings are of modern mill construction with up-to-date systhem for ventilating, heating, humidifying, etc. Everything is kept spotlessly clean and sanitary. The 160 operatives show in their fine physical appearance and bright expressions that working conditions are most satisfactory. A large percentage of them have been with the mills since they first started operation.

The products of the mills are 20-2 ply tubes, warps and skeins.

The operatives live with their families, for the most part, in the pretty mill village which has been built by the management for their help. The village is attractively situated and the natural beauty has been enhanced by the grading of streets, paving of sidewalks, planting of shade trees, etc. There are 30 operatives who have their own homes. Sixty nice, comfortable cottages, equipped with water, sewerage, baths, lights, etc., have been built by the management. The village is neatly kept, all trash and garbage is removed regularly and everything is in good condition.

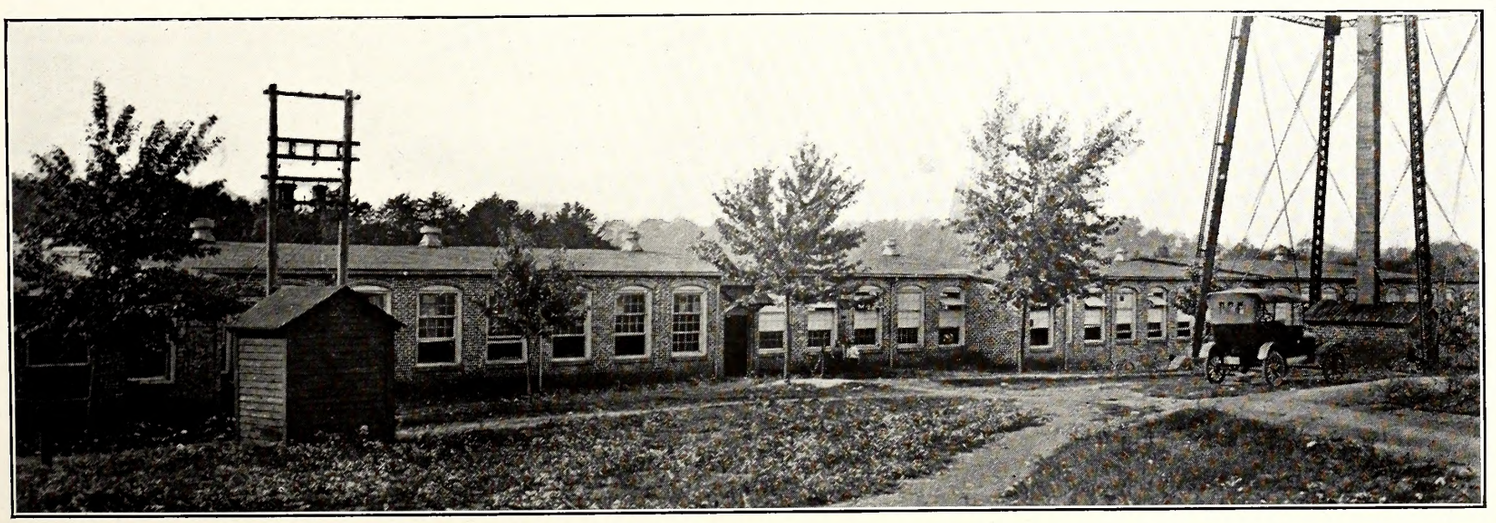
The children from the mill homes are privileged to go to school in the public schools. The management does urge the parents to see that their children are regular in attendance and try to impress them with the importance of a good education.



SUPERINTENDENT'S HOME, CAROLINA COTTON MILLS

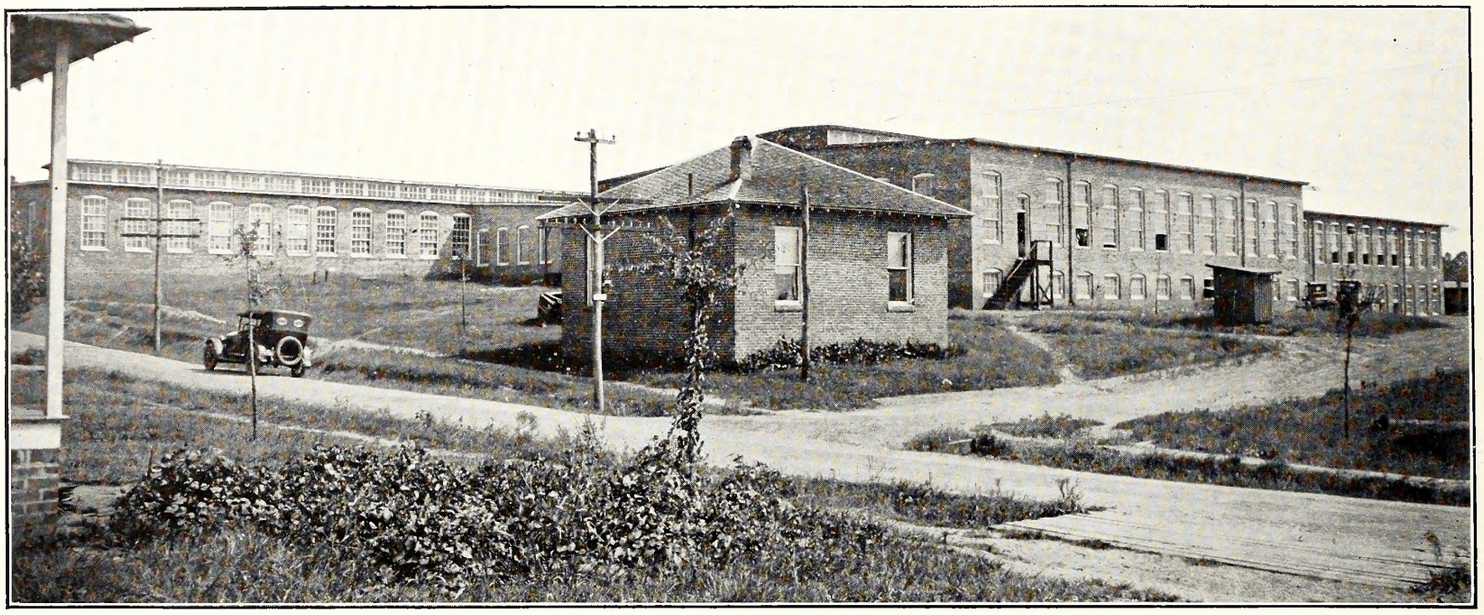
The operatives enjoy all the advantages offered the citizens of Maiden, since the mills are located inside the city limits of the town. Besides these advantages they have their own organizations for pleasure and development. A good brass band composed of employees of the mills is the pride of the community. This band is sponsored and equipped by the management. Indeed the company always stands squarely behind any movement that makes for the betterment or pleasure of their people. They are always ready with assistance for those individuals who are deserving.

There is a very harmonious cooperation between the management and their help. They work together for their mutual interest. The operatives appreciate the interest of the company in their personal affairs and are very loyal to the mills. The people are hard working and unusually thrifty.



CAROLINA COTTON MILLS NO. 2, MAIDEN, N. C.

Neisler Group of Mills



PAULINE MILLS, INC., KINGS MOUNTAIN, N. C.

This group of splendid little mills were founded by C. E. Neisler and are owned and operated by him. They are located in and around the little town of Kings Mountain and their products are as nationally known as the historic Kings Mountain of Revolutionary fame.

Pauline Mills, Inc., is the oldest of the group, having been founded in 1908. The capital stock of this mill is $400,000. The officers are C. E. Neisler, president; P. M. Neisler, treasurer; C. E. Neisler, Jr., manager. Mr. C. E. Neisler, Sr., has demonstrated his fine executive ability and keen business judgment in the growth and prosperity of his manufacturing interests. The young men, his sons, are veritable "chips off the old block," energetic, enterprising and progressive.

The Pauline Mills are located inside the city limits of Kings Mountain. The buildings are of modern mill construction with fine systems of ventilating, heating, lighting, etc., making working conditions both healthful and pleasant. The equipment consists of 4,752 spindles and 156 jacquard looms. Table cloths and napkins are the products of the mills. One hundred and twenty-five operatives are employed. The output is 10,000 pounds per week.

The management has built 30 neat, comfortable cottages for the use of their operatives. These houses are all equipped with lights, water and sewerage. Each has plenty of space for vegetable garden, and flowers and grass in front. About one-third of the operatives own their homes in the town, especially the superintendent, overseers and heads of departments.

The children from the Pauline Mills go to the graded schools of Kings Mountain and are just as apt to lead in their classes as children from any of the other homes in the town. The mill people are mostly natives of the town and nearby vicinity. Naturally they have all the privileges of citizenship and mix and mingle freely with other people of the town in the churches and elsewhere.

The Margrace Mills, Inc., and the Patricia Mills, Inc., are located just about a mile from Kings Mountain. They are most modern and up-to-date in architecture and equipment, having been built in 1919. Under the same management as the Pauline Mills, Inc., the same progressiveness and fine democratic spirit is found in them. The Margrace Mills, Inc., are capitalized at $600,000. They have an equipment of 5,184 spindles and 96 wide looms. The products manufactured are bedspreads of such a superior quality and beautiful designs that they are nationally known.

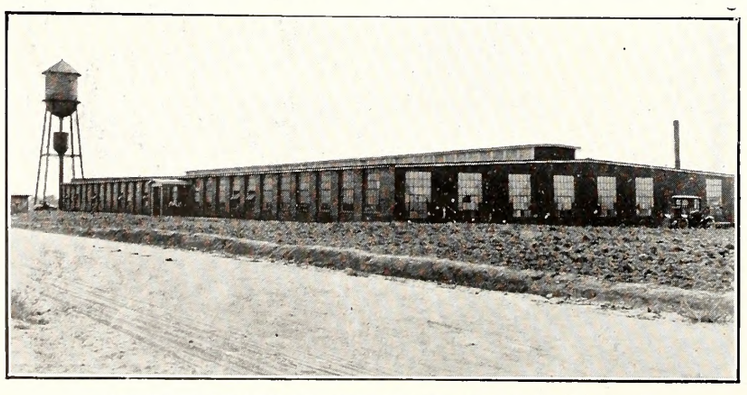
One hundred and fifty operatives are employed. Most of these people live with their families at Kings Mountain and come and go on the bus that is operated free by the company between the two points. The management has built fifty pretty little cottages, however, for the use of those operatives who prefer to live in the mill village.

A graded school has been established for the benefit of those families whose children are unable to go into town. There are about sixty children in regular attendance at this school. After the grammar grades those children wishing higher education attend Kings Mountain schools.

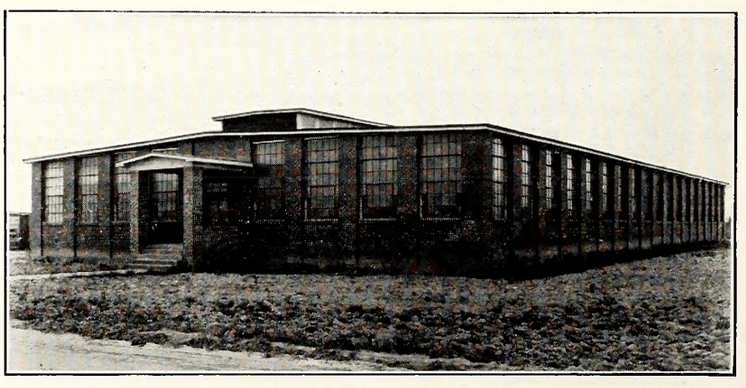
The Patricia Mills, Inc., are located so near the Margrace Mills that they are connected by a long board walk. In fact, the operatives in the two mills may often belong to the same families. The Patricia Mills are capitalized at $200,000. The equipment consists of 170 looms for the manufacture of the famous Nipon napkins, which are a very beautiful quality of mercerized damask. The output is 10,000 dozen napkins each week.

The Patricia Mills have no village of their own. The operatives who live at the mills occupy houses belonging to the Margrace Mills, and a third of them come out on the bus every day from their homes at Kings Mountain. The children from the families living at the mill attend the school erected for the Margrace village.

The Patricia and Margrace Mills are the especial pride of Mr. C. E. Neisler, Jr. He is intensely interested in the welfare of his operatives as well as the running of the mills. Mr. Neisler, Jr., is a very young man for the responsible position he holds, but also is a man of unusual ability. In his quiet, unassuming way, he showed the writer over his plants, explaining the intricate machinery in detail. By accident the story came out of how this young man was educated for a chemist but was born with a talent for designing. He not only operates the mills in a most successful manner but makes the designs that are used in them for the table cloths, napkins and spreads.

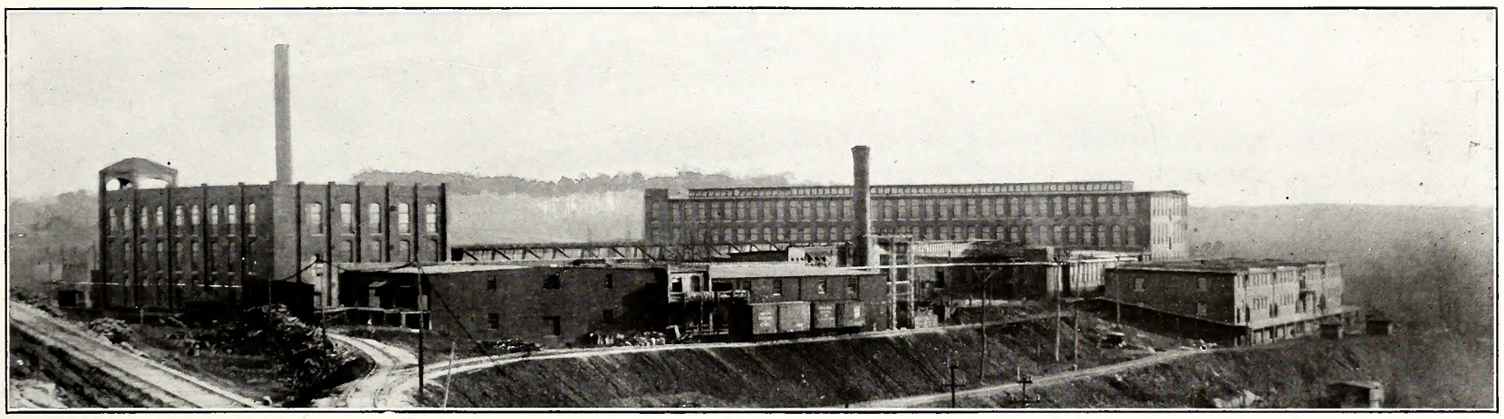


MARGRACE MILLS, INC., KINGS MOUNTAIN, N. C.



PATRICIA MILLS, INC., KINGS MOUNTAIN, N. C.

Cramerton Mills, Inc.



CRAMERTON MILLS, INC., CRAMERTON, N. C.

At the Cramerton Mills, Inc., Cramerton, N. C., Stuart W. Cramer has developed one of the finest industrial communities in the South. The mills and the village are representative of the best ideas that have been incorporated in Southern mill building and are a credit to the State and the whole South.

A more ideal site could hardly have been picked for any residential purposes. Gently sloping hills with many native trees afford much natural beauty, and this has been greatly enhanced by the skill of the landscape architect. Cramerton, with its handsome general office building, dignified churches, magnificent school, beautiful homes, some very pretentious, others more modest, but all extremely attractive in style of architecture, fine paved streets and sidewalks, all bordered with shade trees, well kept lawns, closely clipped hedges, clinging vines and bright hued flowers, stores, postoffice and railway station in keeping with the rest of the town, is a remarkable example of community planning.

Everything at Cramerton gives evidence of a splendid organization. The buildings are of standard mill construction, with most careful consideration given to making working conditions all that could be desired, and the 1,200 operatives employed in the mills show by their very appearance that they are working under ideal conditions. A fine class of operatives they are, too, intelligent and skilled. It is easy to see that they are happy and contented by their bright faces and cheerful manner.

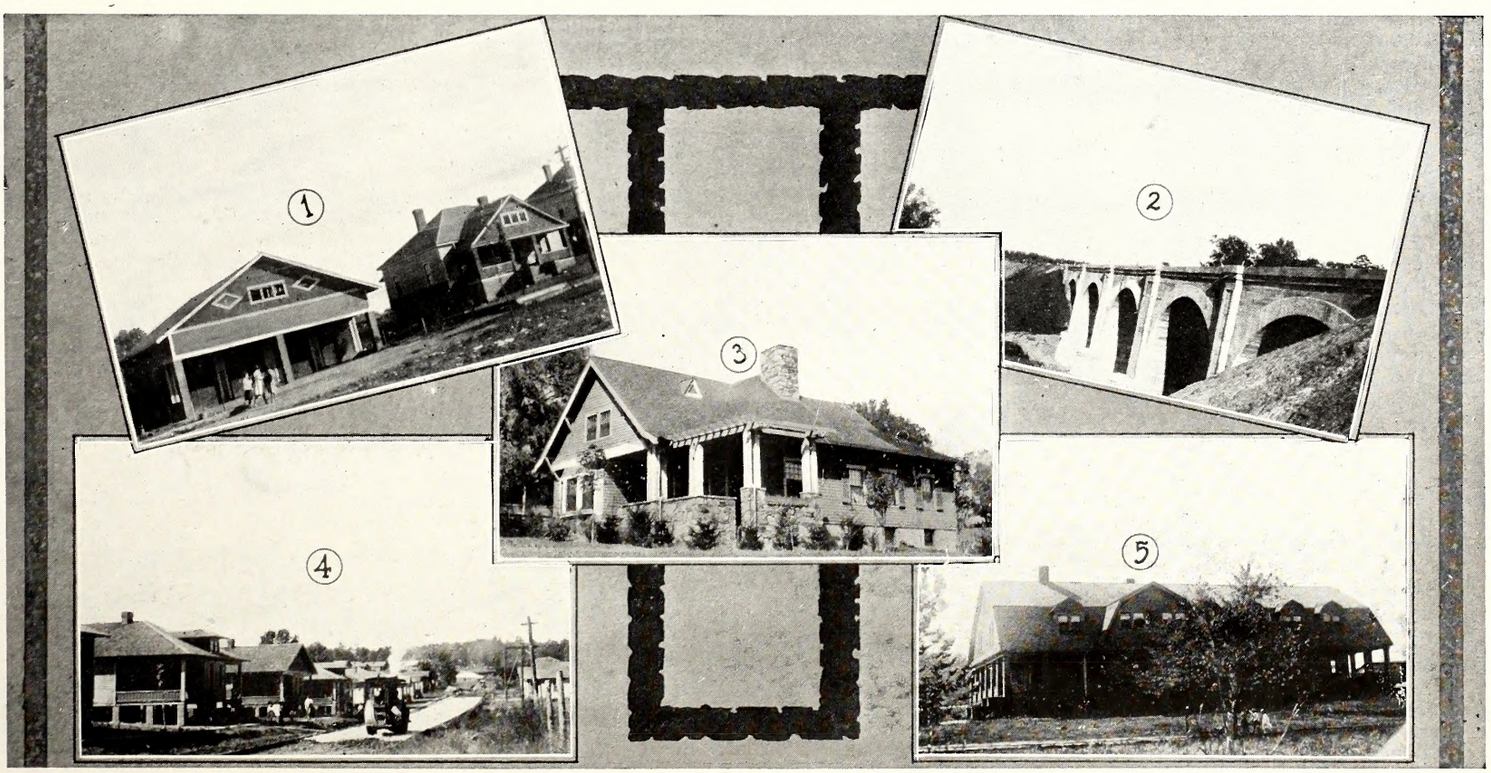
The capital stock is $3,000,000, and the officers of the company are: President, Stuart W. Cramer; vice-presidents, C. D. Welch and Paul Woodman; assistant treasurer and secretary, H. L. Moore; treasurer, Stuart W. Cramer, Jr.; superintendent, C. C. Dawson.

The Cramerton Mills, Inc., have at present an equipment of 60,000 spindles for the manufacture of fine combed yarns. A large addition to accommodate 5,000 additional spindles is being erected. The entire yarn output is to be woven into fine colored goods upon the completion of the new Mayflower Mills, which are now being built. This new mill at Cramerton will be one of the finest weaving plants in the South. It will be operated under the supervision of Stuart W. Cramer, Jr. The initial equipment will be 400 looms and these will be gradually added to until 2,200 looms are in operation.

The beautiful village has honored its founder by being called Cramerton, and it stands as monument to his broad vision and fine ideals. There is a population of 3,000 inhabitants. Five hundred modern cottages have been built for the use of the operatives and their families. These houses are equipped with all city conveniences such as sewerage, lights, water, bath and screens. None of the operatives own their homes; the entire village belongs to Cramerton Mills, but a number of the people own small farms and other property outside of the village. Each cottage has plenty of space for vegetable garden and flowers. The premises are beautifully kept.

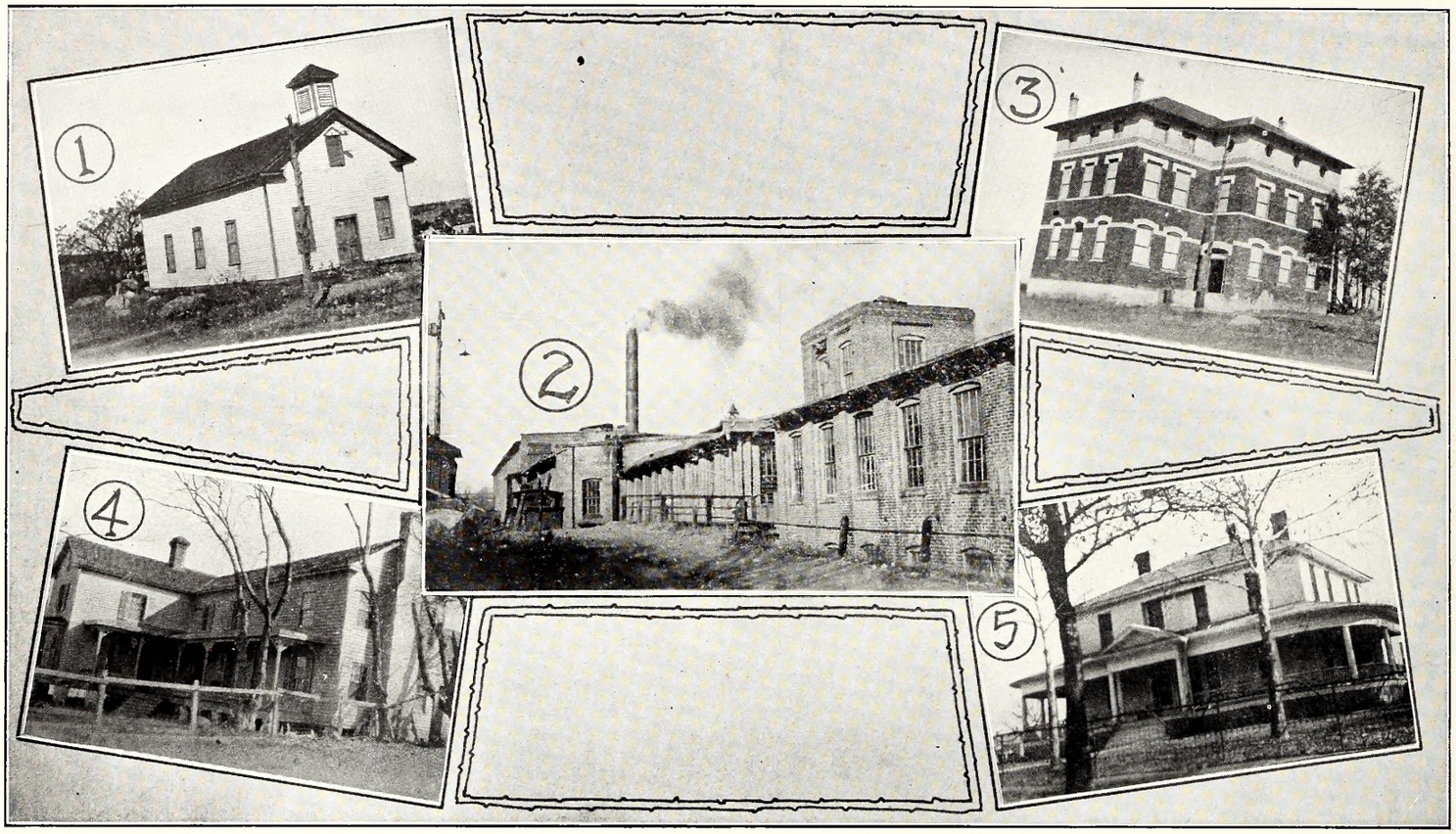
Educational advantages are unusually good at Cramerton. The 550 children of school age in the village are indeed fortunate. The management has erected a very handsome school building, known as the Central School, 18 teachers are employed, thoroughly competent; they are paid by county funds supplemented by money from the mills.

There are two nice churches, the one built by the company is quite handsome. A good library is enjoyed by the people. A Girls' Building is the center of all community work for the women and girls; domestic science is taught in the up-to-date class rooms.



(1) WOODMAN'S HALL AND COTTAGE; (2) SOUTHERN RAILROAD BRIDGE APPROACHING CRAMERTON; (3) RESIDENCE OF C. D. WELCH; (4) STREET SCENES IN CRAMERTON, SHOWING STREET WORK IN PROGRESS; (5) THE INN

Manetta Mills



(1) M. E. CHURCH; (2) MANETTA MILLS; (3) SCHOOL AND LODGE RO OM; (4) BOARDING HOUSE; (5) RESIDENCE OF R. A. WILLIS, TREAS.

The Manetta Mills were founded by the late B. D. Heath, of Charlotte, N. C., in 1896, on Fishing Creek, in Chester County, South Carolina. The village was named Lando.

The active management has for almost twenty years been in the hands of a very eapable business man, R. A. Willis, who has held the position of seeretary and treasurer.

After the death of B. D. Heath his son, H. B. Heath, of Charlotte, became president, but, like his father, he has left the management in the hands of Mr. Willis.

The mills are fortunate in having as superintendent, G. A. Buehanan, a man of long experience as a eotton manufaeturer and one who holds the esteem of his employees.

Lando has a two-mile railroad, whieh connects it with the Seaboard Air Line at Edgemoor, S. C., whieh is on the main line between Washington and Atlanta.

Before the founding of the Manetta Mills, the seetion of South Carolina in which they are situated was a very baekward and unprogressive part of the State. The people were illiterate, because there were no means to make them otherwise, the eountry was not very produetive, and as a whole, it was what is known as the "backwoods." Sinee the founding of the Manetta Mills, however, a great ehange has come about. Sehools have been built, and ehurehes also, and the improvement in the people and the manner of living in that section has undergone a most notieeable ehange.

The Manetta Mills own 500 aeres of land which they purehased for the use of their operatives and their families. This land is splendid for farming, and has been divided up into traets whieh are leased to men with families, who thus ean be farmers and mill workers at the same time. Farming is eneouraged by the mill management and many of the mill people have eows, pigs and chiekens. The mills have given them a splendid eow pasture, and no rent is eharged them for the use of this pasture.

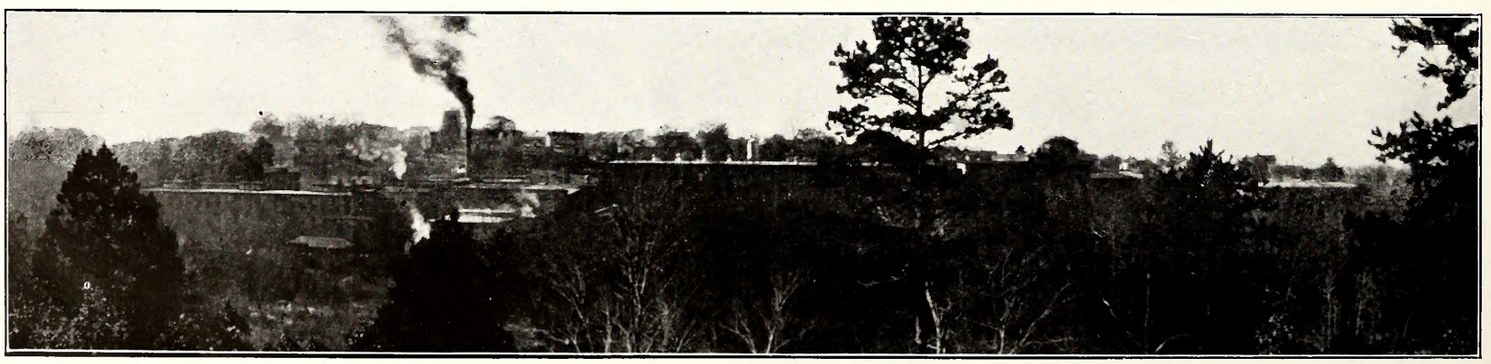
There are almost two hundred well kept eottages in the mill village with a population of nine hundred people. The mill employs four hundred people. The village has two ehurches, a Methodist and Baptist one, both of which are flourishing, and have Sunday sehools and Baraca and Philathea organizations. The mill people are enthusiastie ehureh workers, and the ehureh serviees and Sunday sehools are always largely attended.

The operatives are enthusiastie over baseball and have a splendid baseball park and a recreation park whieh has a band stand, pavilion and playgrounds, have been built for the pleasure of the mill workers. The Manetta Mills are very proud of its well-trained band, and the mill management takes the greatest interest in equipping this band with anything it may need.

The superintendent of the Manetta Mills has eharge of all mill village aetivities and takes a great interest in anything that will add to the pleasure of his employees. He keeps in close toueh with eaeh family and sees that they have the neeessary assistanee when in siekness.

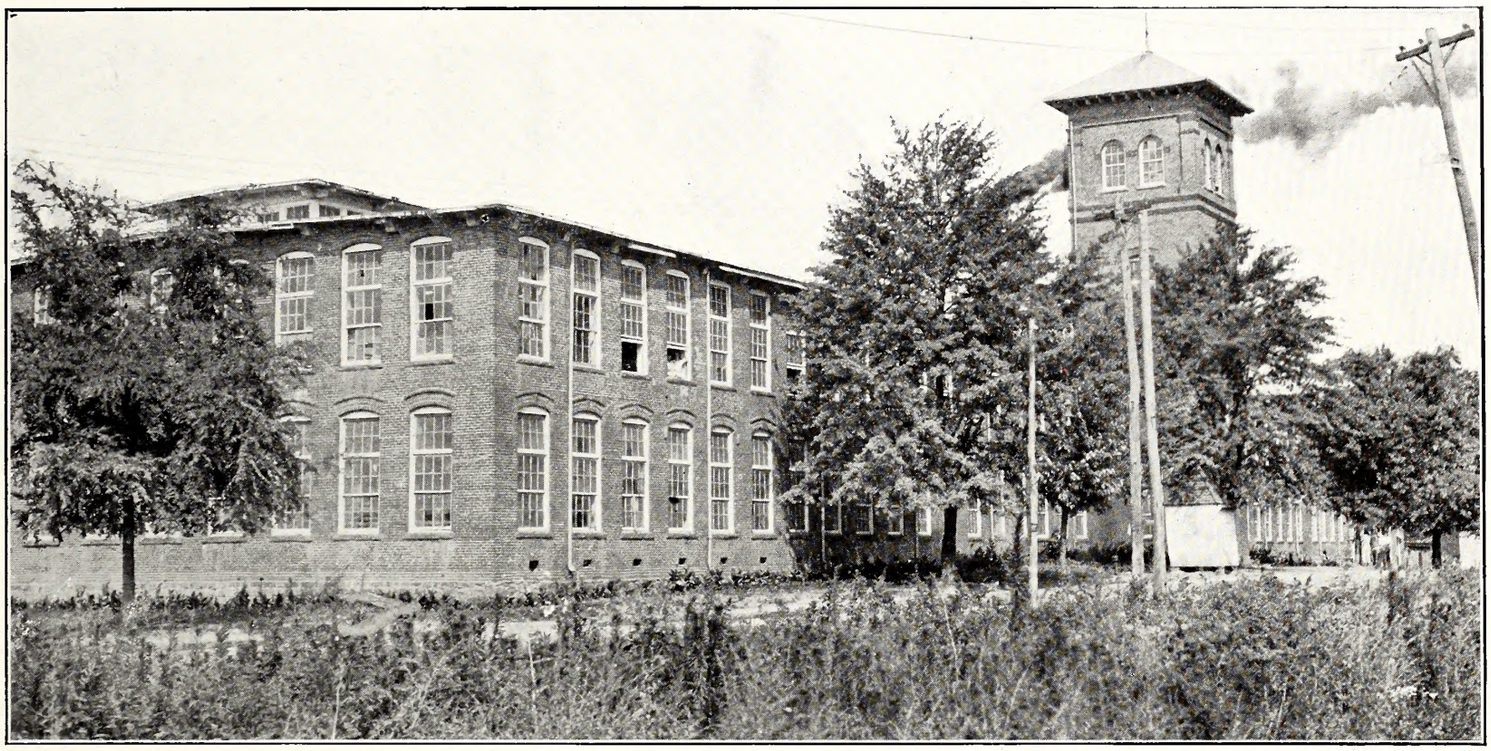
Many of the people who operate the maehinery of these mills have been at Lando for many years and a remarkably small number of them ever leave beeause they like the living and working conditions.

The mill buildings are briek buildings of standard mill eonstruction, and equipped with modern and effieient maehinery.



PANORAMA OF MANETTA MILL AND VILLAGE, LANDO, S. C.

Barrow County Cotton Mills



BARROW COUNTY COTTON MILLS, WINDER, GA.

These mills, located at Winder, Ga., have as their executives J. M. Williams, president; T. A. Maynard and G. W. DeLaPerriere, vice-presidents; Lee S. Radford, secretary and treasurer; F. C. Graddick, superintendent.

These gentlemen are progressive and wide awake, with a thorough knowledge of the textile business. They appreciate the importance of satisfied, healthy operatives in the running of any industrial business. Both working and living conditions are good at the Barrow County Cotton Mills and the management has impressed the employees with the fact that they are interested in their welfare and are anxious to do all they can for their happiness and advancement.

The Barrow County Cotton Mills are capitalized at $297200. They have an equipment of 10,000 spindles and 276 looms and manufacture denims, cottonades, stripes, drills. The buildings are of modern mill construction. The main building is two-story brick, 78x316 feet, weave room 60x60 feet, slasher room 30x50 feet. Two cotton warehouses, brick, one with four compartments, one with two compartments. The equipment is modern and of a type to make for the greatest efficiency in production.

Three hundred and twenty-five operatives are employed in the mills. They show by their healthy appearance the excellent conditions under which they are working. There is nothing pale or anaemic looking about them. They are in fine physical condition, are well dressed, and it is easy to see that they are interested in their work. Many of them are very skillful. The management appreciates those who are ambitious to rise above the common level of the rank and file of the mill and give such every possible encouragement and assistance. They are advanced as rapidly as their ability will warrant and positions of responsibility and trust are filled from among those operatives who prove themselves capable of going ahead and doing things.

The mill village is a part of the town of Winder. The population of Winder is about 3,000 and that of the mill village approximately 1,000. The management has carefully planned and developed their mill village according to their own ideas. They have built 64 cottages of three, four and six rooms each, and some 12-room houses. The six-room cottages are used, for the most part, by two families, and the 12-room houses by four families. The cottages are equipped with waterworks. Septic tanks have been installed and the management sees that everything is kept in a neat, sanitary way. Each cottage has ample ground attached for the growing of vegetables and a yard in front for flowers and grass. Cotton mill people seem to have an inherent love for flowers and every cottage yard shows an effort on the part of the occupant to beautify the surroundings with many bright blossoms. They also seem to know just what to plant that will give the greatest return for the least effort. In most instances hardy zinnias, petunias and beautiful yellow and orange marigolds are a constant source of pleasure until killed by fall frosts.

Since the mills are located inside the city limits of Winder, it naturally follows that the employees are citizens of the town and entitled to all the privileges of citizenship, such as sending their children to the good graded schools, attending the several churches and Sunday schools, amusements and intellectual advantages.

The 75 pupils from the mill village mix and mingle without embarrassment with the other children in the schools. They have also proven themselves equal in average to those children from other homes in the town, and are as frequently leaders in their classes.

While there is no special line of welfare work carried on in the village, the management is greatly interested in the welfare of their people. Especially do they encourage them in sports of all kinds and outdoor exercises. Baseball is the most popular game in the village. There is a fine baseball park named Fagan Park, in honor of one of the employees, Jeptha Fagan, who knocked a ball over the fence the second time it has been done in five years. The first year the park was used by the "Million Dollar" League.

There are good playgrounds for the little children of the village. These have been equipped with swings, seesaws and other play apparatus.

The Barrow County Cotton Mills also own and operate a plant at Lawrenceville, Ga. The executives are the same—F. C. Graddick is the general superintendent and A. R. Meeks local superintendent. The same fine policies and democratic ideas are in evidence in the management of the Lawrenceville Mills as are in effect at the Winder plant.

The Barrow County Cotton Mills acquired control and ownership of the Lawrenceville Mills in 1919. The plant has about 10,000 spindles and manufactures only cotton yarns on cones and tubes; steam power is used to drive the machinery. The mill building is two-story front and three-story rear, substantial brick structure, 80x135 feet; commodious cotton warehouse and yarn packing house.

The mills are in good physical condition and the management is contemplating extensive improvements at present, new spinning machinery being provided at an early date and probably changing the mill into a cloth manufacturing plant.

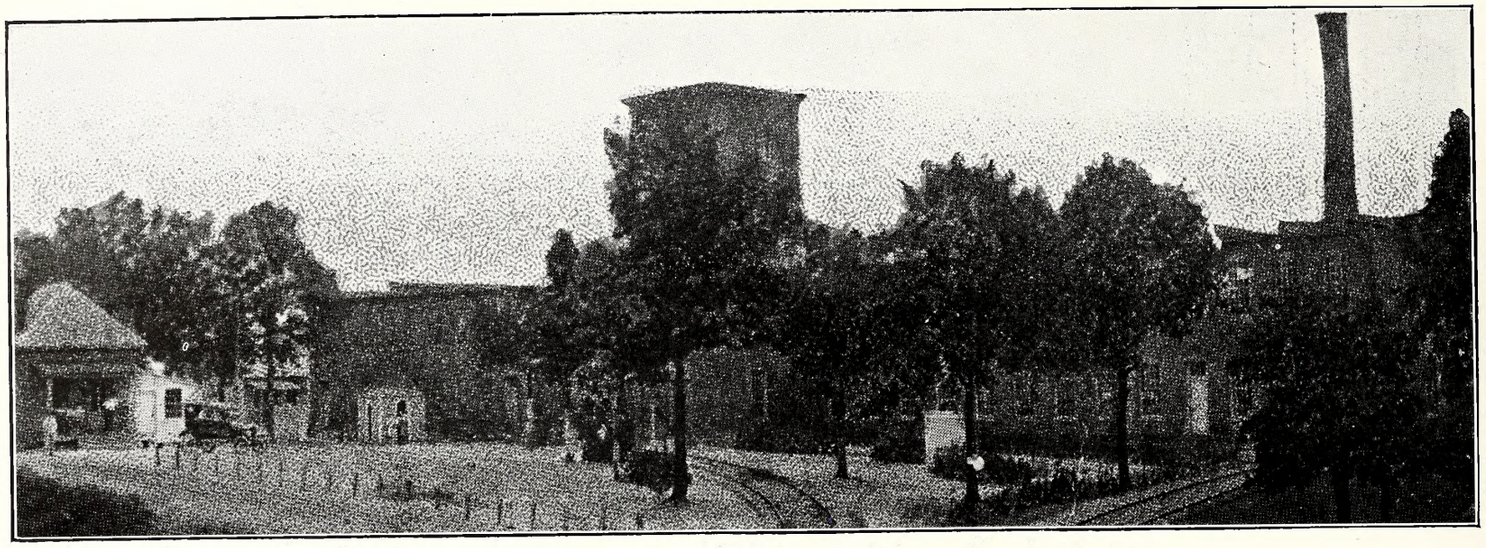
Lawrenceville has a population of approximately 2,250 inhabitants and the mill village, which is included in that number, amounts to four or five hundred people. There are 100 operatives in the mills.

The management has developed the village and built 35 cottages for their people. These cottages are remodeled and kept in good repair and have all the conveniences of the town. The management has built a nice church in the community for the use of their people. The denomination is Baptist. Mill people are naturally of a religious turn of mind and take a great deal of interest in all church affairs. There is a good Sunday school in connection with the church. Of course, the mill people are free to go to any of the town churches and many of them do.

The children from the village attend the town schools, as the school is very convenient.

Since the Lawrenceville organization is small, the management does not attempt any organized welfare work but the general welfare of the people is very carefully considered and they heartily endorse and support any movement among the people which is for the advancement and benefit of the community.

The Hartwell Mills



THE HARTWELL MILLS NO. 2, TOCCOA, GA.

One of the prettiest little mills in Georgia is the Hartwell Mills at Hartwell, Ga. Indeed, Mr. John Cheatam declares there is none better anywhere, and Mr. W. S. Thornton who is vice president, secretary and manager of the mills gives a hearty endorsement to the statement. They have recently purchased a mill at Toccoa, Ga., and it will be known ass Hartwell Mills No. 2.

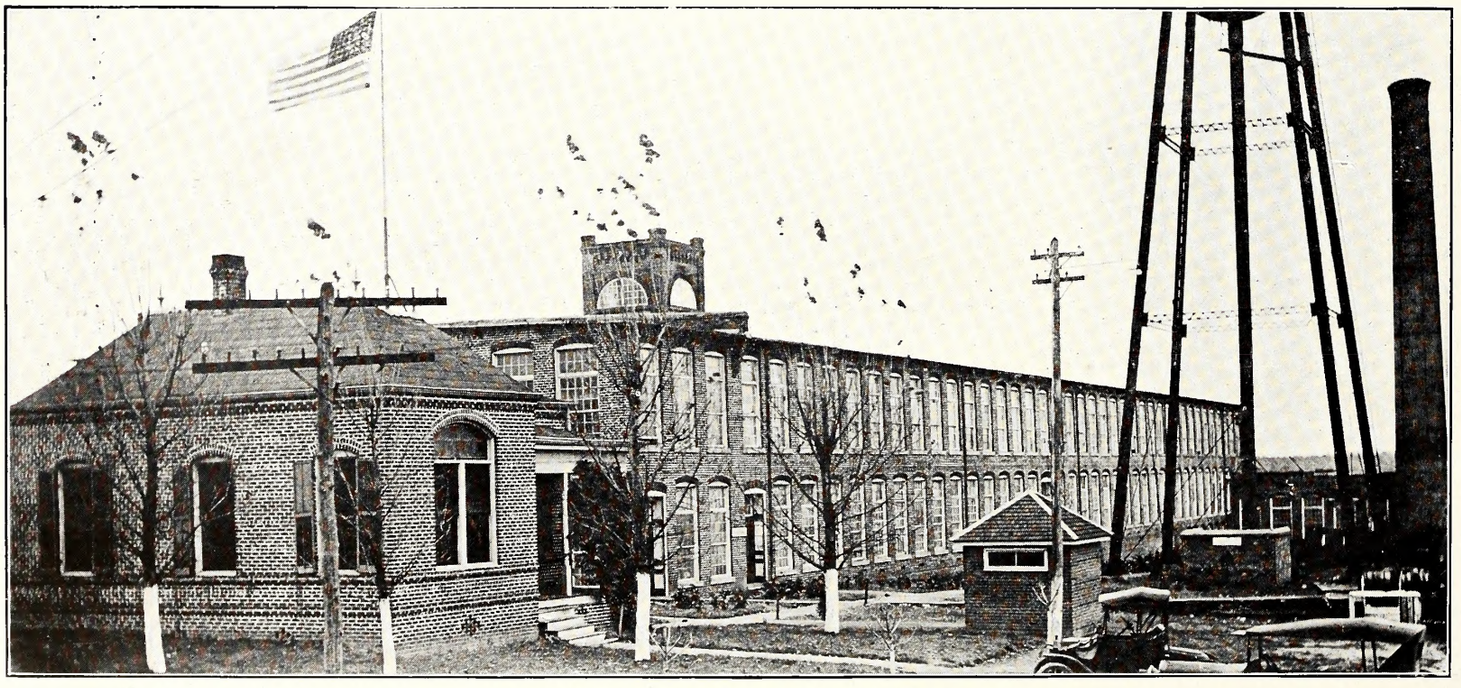
Mr. Cheatam is president and treasurer. Both he and Mr. Thornton are textile men of wide experience, as well as business men of keen judgment. These statements are emphasized by the prosperity of the mills and the atmosphere of friendliness and good fellowship This equipment is of the type best suited for the production of sheetings.

The mills have a capital stock of $103,300. The building of Mill No. 1 is one story built of brick, being erected in 1911. It is modern mill construction. The interior is equally as modern in the matter of lighting, humidity and ventilating. The equipment consists of 8,080 spindles and 216 looms, operated by steam.

One hundred operatives find employment in the mills and make their homes in the pretty little mill village. The village has a population of about three hundred inhabitants. Fifty very pretty homes of the bungalow type, as well as some two story houses, have been erected for the use of the mill people.

While the mills are located right in the heart of Hartwell and there would seem to be no need for them to have a private school for the forty five children of the mill community, they have erected a modern school building and pay the expenses of the teacher.

Nokomis Cotton Mills



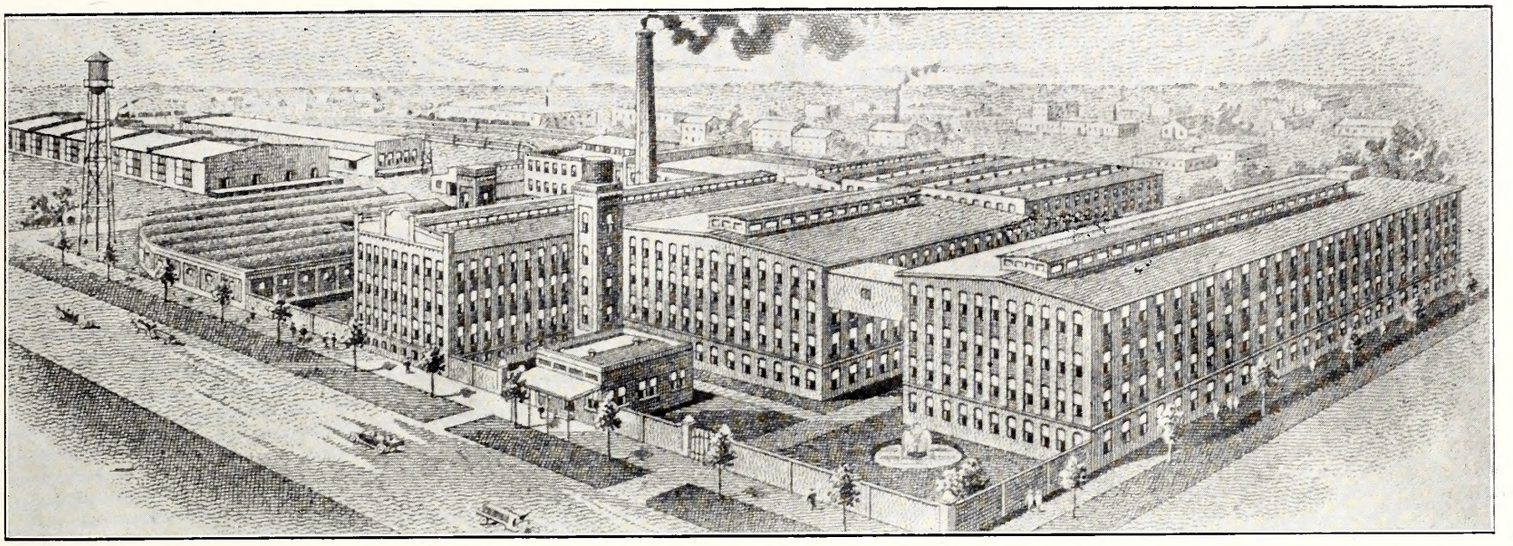
NOKOMIS COTTON MILLS, LEXINGTON, N. C.

The Nokomis Cotton Mills are located at Lexington, N. C. Organized in 1900, it has had a most successful career. The executives are: C. A. Hunt, Sr., president and manager; J. T. Lowe, secretary and treasurer.

The mills are capitalized at $190,000 and are of modern mill construction, two-story, brick. Careful attention was given in building and fitting the mills to employ those devices which make for the most sanitary and healthful working conditions in the mills. The equipment consists of 15,296 spindles and 400 looms and the products are pajama checks and yarns. The machinery is driven by steam and electricity.

Good wages are paid at the Nokomis Mills and the percentage of labor turnover is very small. The people seem perfectly satisfied to remain in the employ of the mills, some of them having been with the company since the mills first started.

Swift Manufacturing Company



SWIFT MANUFACTURING COMPANY, COLUMBUS, GA.

In the city of Columbus, Ga., the magnificent manufacturing plant of the Swift Manufacturing Company is located. The capital stock of this factory is $400,000.00. The mill buildings are all modern mill construction with every device possible for turning out goods of high quality.

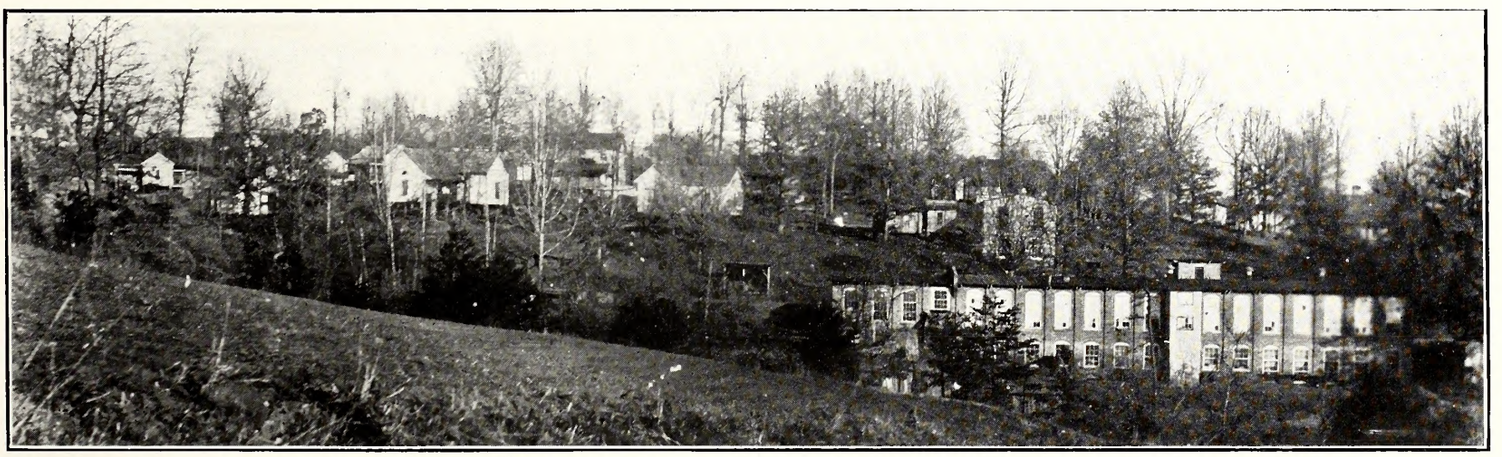
The equipment of the mill is very modern. It consists of 30,000 spindles and 850 looms. The products of the mill are coarse colored goods, and improved Mitcheline and bungalow bed spreads. For a number of years the Swift Manufacturing Company has manufactured Mitcheline bedspreads. These are bedspreads woven on jacquard looms so as to put various kinds of figures or patterns in them and so that the finished bedspread will make an attractive addition to any room. Recently the mill has bought out a heavier type of bed spread to which the name of bungalow bed spread has been given, and these bed spreads are also being made in what is known as bolster sets.

Six hundred and fifty people are employed in the Swift Manufacturing mills, and they are a sober industrious set of people. They take a pride in the beautiful work done in the mills and help to keep up a high standard of quality.

There is no mill village as the operatives and their families have all the advantages of the city. There is a kindly feeling existing between the management and the operatives that keeps the latter happy and contented.

Because of the splendid business ability and keen insight of the executives the mills have been most prosperous. These gentlemen appreciate the value of comfortable and healthful working conditions for their employees and see to it that these conditions exist in their mills.

Indian Creek Manufacturing Company



INDIAN CREEK MANUFACTURING COMPANY, LINCOLNTON, N. C.

The Indian Creek Manufacturing Company is a small yarn mill located upon a small river near Lincolnton, N. C.

It has a capital stock of $125,000 and have 2,704 spindles, which are operated upon 16s to 24s cones, tubes and warps. They make an excellent quality of yarn and their product finds a ready market.

D. P. Rhodes is president and treasurer and is assisted in the management of the mills by his son, Paul Rhodes, who fills the position of secretary.

The Rhodes family have long been connected with the cotton manufacturing industry, the father of D. P. Rhodes built and operated two mills and he received excellent training in the business and his son, who is now associated with him, is being trained likewise.

Mr. Rhodes is now also building another mill to be known as the Rhodes-Rhyne Mill, which will manufacture wide goods for bed sheets and also produce crinkled bed quilts.

It would be hard to find a more ideal site for a cotton mill than the picturesque place selected for the Indian Creek Manufacturing Company, which is located on well drained rolling hills and surrounded by forest trees, where the climate is excellent and the water supply abundant and pure, it is no wonder that the operatives are content to live and work in such a place all their days.

While the mills have been built a great many years they have always been managed by men who are progressive and enterprising, of wise judgment and of sound business policies. Always they have kept their mills up-to-date by a consistent policy of replacement and today the physical condition of the plant is excellent. The management has always felt a very keen interest in the welfare of their operatives. A number of their operatives have grown up from tiny little tots who came to the mills with their parents at the time of their establishment.

The children of the Indian Creek Manufacturing Company attend the splendid schools in the city of Lincolnton and the older people are members of the various churches in the city.

Glenn-Lowry Manufacturing Co.

The Glenn-Lowry Manufacturing Company, at Whitmire, S. C., has one of the most modernly constructed mill buildings in this country and its very size is impressive.

It is capitalized at $2,000,000 and has 71,000 spindles and 1,650 automatic looms. The mill manufactures a high quality of print cloths.

A. T. Quantz, of Rock Hill, S. C., is president; L. E. Beard, treasurer, and W. M. Sherard, superintendent and general manager. Sam R. Zimmerman, of Greenville, S. C., is purchasing agent.

The Glenn-Lowry Manufacturing Company is a big factor in the life of Whitmire and has contributed liberally to its churches, schools and other community features.

Whitmire takes a just pride in her fine school building, which is located in the center of the mill property. It comprises ten grades, a music department and employs eleven teachers. The attendance is composed of about 200 Glenn-Lowry boys and girls, who are making splendid marks in their efforts to take advantage of the opportunity offered for an education.

The management believes that education is essential to the development of a high type of mill operative and have not only aided in establishing this splendid school but insist upon the children attending regularly.

The Glenn-Lowry Community House, with bath rooms and other conveniences, adds much to the pleasure of the mill people.

It would be hard to find anywhere a more beautiful or better equipped "Y" building than the one at these mills. It stands on a prominent corner just across the street from the main mill and is conveniently accessible to members at all times. In it are located the skating rink, bowling alleys, pool room, library and reading rooms, moving picture auditorium, barber shop and hot and cold baths, both showers and tubs.

Located on the main floor of the Y. M. C. A. building is the pool room, which is equipped with three standard tables. This spot is very popular with players and spectators during "after work" hours and the room is always filled to capacity when games are in progress.

A full time Y. M. C. A. secretary is employed in order that he may look after the activities and his services are always available.

Without question the Glenn-Lowry skating rink is the most popular meeting place of all others. Here are gathered children, young folks and full grown-ups to enjoy hours of fun and frolic. The floor is hardwood and smooth and fast. Fancy and comical skating carnivals are held at frequent periods and the "standing room only" sign is always put up before the hour to begin, but the onlookers are glad to stand when seats are not available so intense is the interest in the contests.

Glenn-Lowry is proud of her good bowlers. The two regulation alleys are always busy and many a warm contest is waged.

The Glenn-Lowry Band is composed of some of the best musicians in the State and as a whole is capable of rendering as good music as any band in the country. The boys take pride in keeping up with the latest pieces of music and as a consequence the community enjoys good concerts twice every week. There are twenty members of the band and they are well trained.

There are four churches, each of a different denomination. They are maintained by their members but each gets a substantial annual contribution from the company.

Each of these churches has a good Sunday school and the attendance is fully equal to that of the same size churches in the cities.

There is an excellent public library that is kept open both day and evening in order that books and magazines shall be available for those who work in the mills.

The population of the Glenn-Lowry Mill village is estimated at 1,500, of whom 650 are employed in the mills.

There are 250 neat and well kept cottages of varying styles with plastered walls, and each cottage has a large garden.

The houses have sewerage and waterworks and electric lights. Police protection is furnished by the city of Whitmire and supplemented by the mill.

A majority of the operatives were raised in the community or upon nearby farms and quite a number of them have been with the mill since it was built.

The management of the Glenn-Lowry Manufacturing Company takes great pride in the small amount of their labor turnover which indicates well paid and contented employees.

Some of the employees have saved money and purchased their own homes but most of them prefer to live in the mill houses for which they pay a very small weekly rent.

Cotton mill people do not as a rule save much money and are known as ready spenders, which is due to the fact that they know that there is a job always open for them. Many of the Glenn-Lowry people, however, have balances in the local bank.

In the summer the mill gardens produce more vegetables than the families can consume and in order to prevent the waste the management encouraged the organization of girls' canning clubs with the result that much of the vegetables produced in the gardens are now canned and held for winter use.

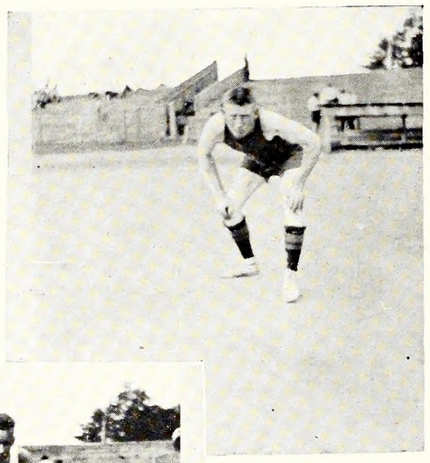
President A. T. Quantz is a man who has come up through the mill, has been a loom fixer, overseer of weaving, and superintendent and is now general superintendent of two mills at Rock Hill, S. C., where he resides. He keeps in close touch with the Glenn-Lowry Manufacturinging Company and comes to Whitmire each week.

Having worked in the mills himself, Mr. Quantz has an interest in the working and living conditions of the Glenn-Lowry people, and is always ready to do anything to improve them.

W. M. Sherard, the general manager and superintendent, was formerly president of the Southern Textile Association and is one of the best known mill men in the South.

He is not only a cotton manufacturer of ability but has the respect and esteem of his employees.

The treasurer, L. E. Beard, came recently from Chester, S. C., to take active charge of the details of the management of this large industry. He has been connected with mills for many years and is a careful and conservative manager, but believes in keeping the equipment at a high state of efficiency and in producing high quality goods.





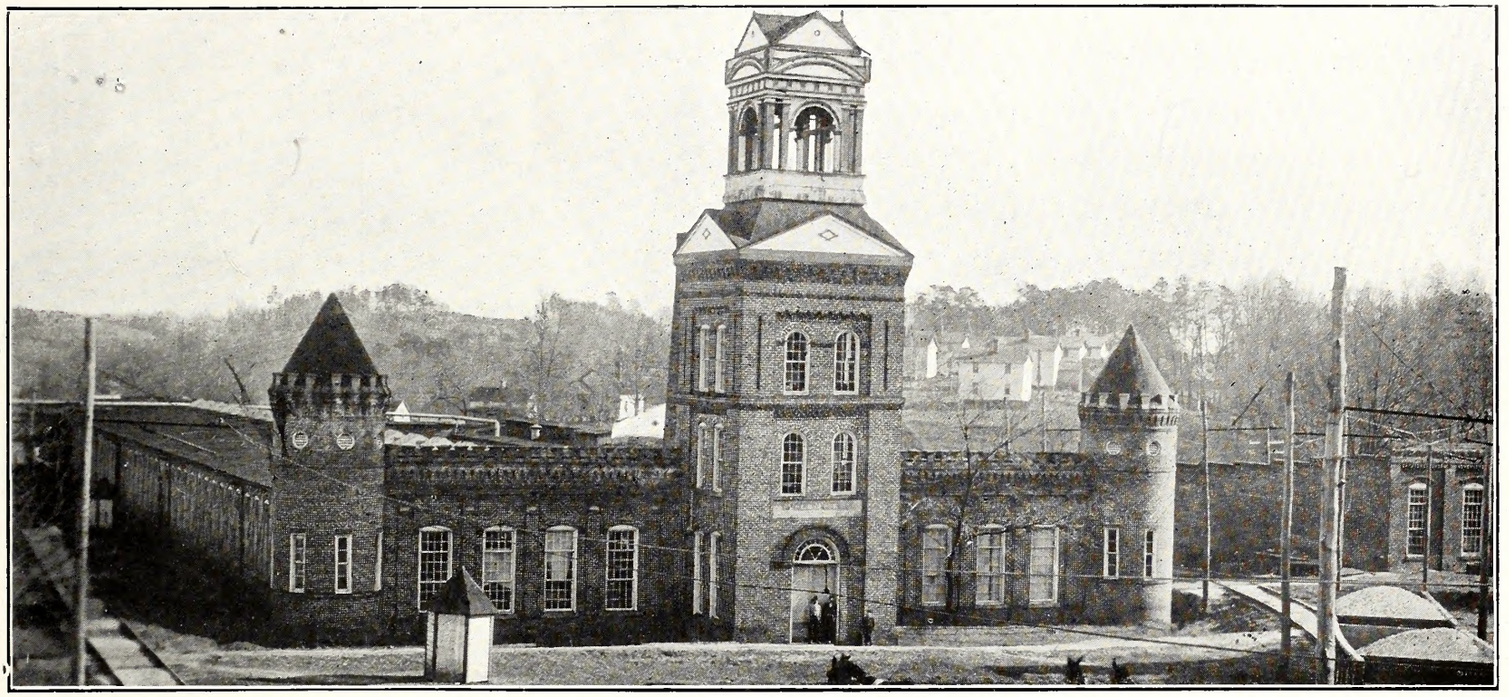


TRACK TEAM, GLENN-LOWRY MANUFACTURING COMPANY

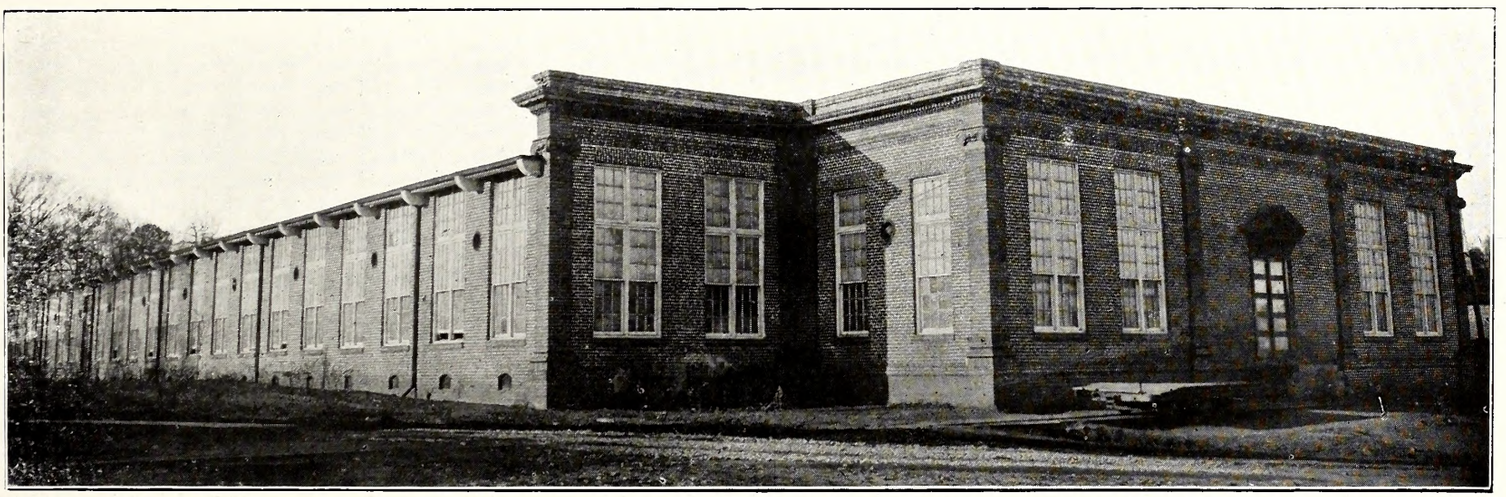


GLENN-LOWRY GIRLS' BASKETBALL TEAM

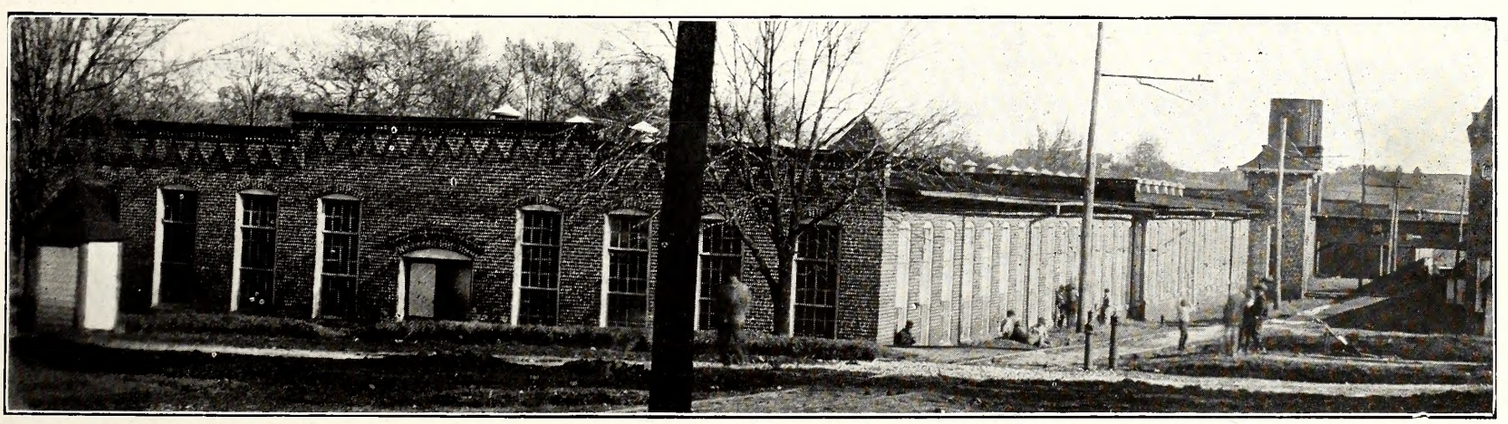
McAden Mills



McADEN MILL NO. 2, McADENVILLE, N. C.



McADENVILLE MILLS NO. 3, McADENVILLE, N. C.

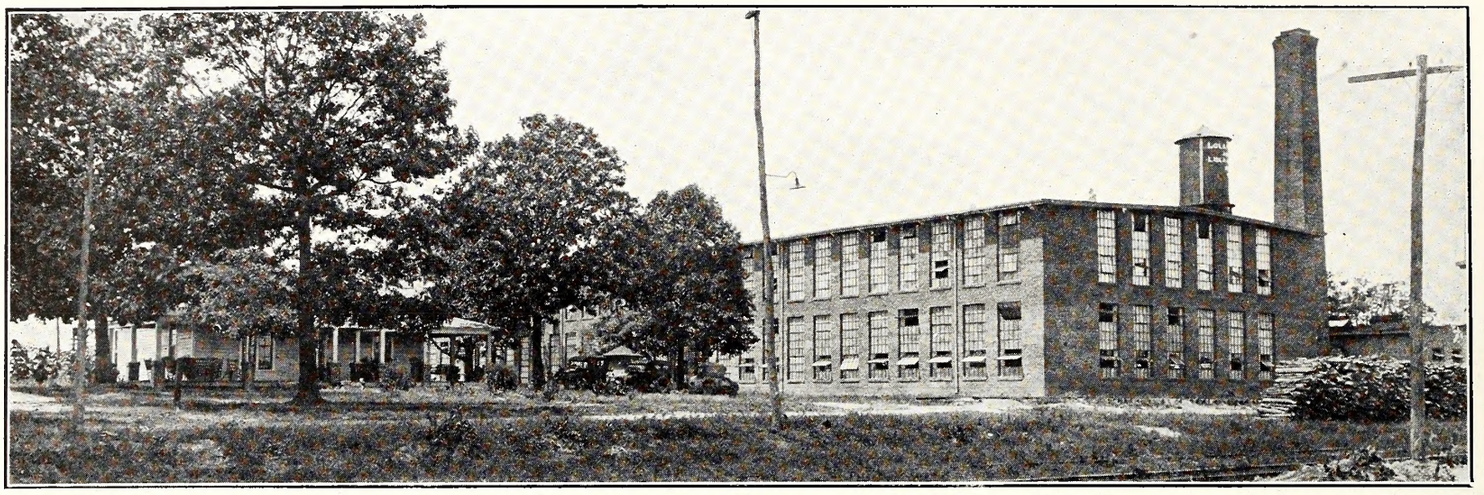


McADENVILLE MILLS NO. 1, McADENVILLE, N. C.

The McAden Mills, McAdenville, N. C., operating 28,000 spindles and 350 looms, producing colored goods and yarns, were founded by Col. R. Y. McAden, of Charlotte. The present officers are: Henry M. McAden, president; R. R. Ray, secretary and treasurer; George K. Tate, superintendent.

The company has a nicely laid out village, with attractive homes, equipped with all modern conveniences. A great deal is done by the management for the welfare of the people. There are good schools, churches and amusements. A splendid library, given by the late Dr. Giles M. McAden and maintained through a bequest from him is in interesting feature of the village.

Lola Manufacturing Company



LOLA MANUFACTURING COMPANY, STANLEY, N. C.

R. F. Craig, who acts as treasurer and manager of the Lola Manufacturing Company, is regarded as one of the most expert cotton manufacturers in the South. For many years he was general superintendent of the three mills of C. E. Hutchison at Mt. Holly, N. C., and under his supervision they prospered greatly.

In 1919 he and associates purchased the Stanley Mill from A. P. Rhyne and organized it as the Lola Manufacturing Company. Mr. Craig has taken active charge of same; in fact, the other officers have very little to do with the management.

Mr. Craig has not only increased the size of the Lola Manufacturing Company from 4,000 to 10,000 spindles but with a vision of the future has within the past year added the Lola Gingham Mill with 256 looms upon high grade fancy ginghams. The Lola Gingham Mill is a separate corporation but the control is held by the Lola Manufacturing Company and to all practical purposes they are the same mill.

Stanley is on the S. A. L. Railroad in Gaston County, N. C., a busy little city, whose principal manufacturing industry is the Lola Manufacturing Company. The people of the vicinity take a great pride in the development of this plant which has only just come under new management this year.

The officers of this company are John C. Rankin, president; F. M. Springs, vice-president; R. F. Craig, treasurer and superintendent, and A. C. Taylor, secretary. M. C. Kirksey is superintendent of the Lola Manufacturing Company, while W. P. Hornbuckle is superintendent of the Lola Gingham Mill. They have a capital stock of $300,000 and 200 persons are employed in the manufacture of yarns and dress ginghams.

The success of the Lola Manufacturing Company is an illustration of the success that follows when a man who knows the cotton manufacturing business devotes his energy to any plant.

The mill buildings are modern in construction, with plenty of windows, well ventilated, heated and lighted, with special attention given to proper humidity of the atmosphere. Sanitary conditions have been given the utmost consideration and the mills are kept spotless.

The new building of the Lola Gingham Mill is of the most improved type and can be said to be the last word in modern mill construction. Abundant light and ventilation are features that were stressed in its design.

The operatives live in a neat, clean little village, there are some 500 inhabitants. The houses are comfortable, and modern in construction, and while no city water works or sewerage is found here, there is an abundance of pure water and sanitary conditions are watched carefully. The grounds about the cottages are enhanced by the planting of trees and flowers, while gardening is encouraged. The mill families are progressive and industrious. many of them are saving out of the good wages paid them by the mills. Ten own their homes, and a number have invested liberally in Government securities. The children of the village attend the town schools and the educational facilities are excellent. The mill has made liberal donations toward the support of the school and the several churches in which their operatives are interested.

The management is eager to improve and help their employees. They are on a friendly footing with them and do all they can for their advancement. As the mills grow and prosper, as they must under the efficient management now in charge, welfare work will be taken up along special lines.

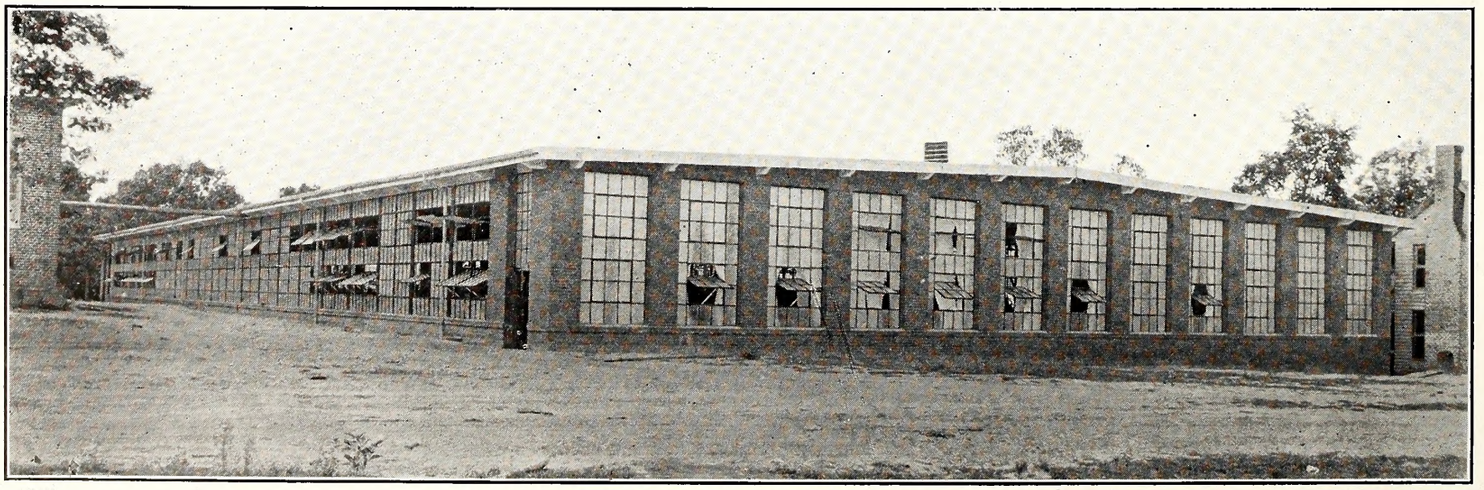
There are four churches located in the town to which the mill operatives go. These are made up of community co-operation in the way of building and maintaining.

The operatives are fine, law abiding citizens. Many of them are intelligent and interested in all current events. Some of them are saving money, others have invested in homes or business. They live well, dress well, have ready money, and do not work as hard as they did before coming to the mills. The appreciate the interest of the management and feel free to go to the office for advice of assistance at any time, being sure of a ready hearing and warm sympathy.

They are a splendid set of help, taking a pride in in their work and feeling that they are personally responsible in a measure for the success of the mills.

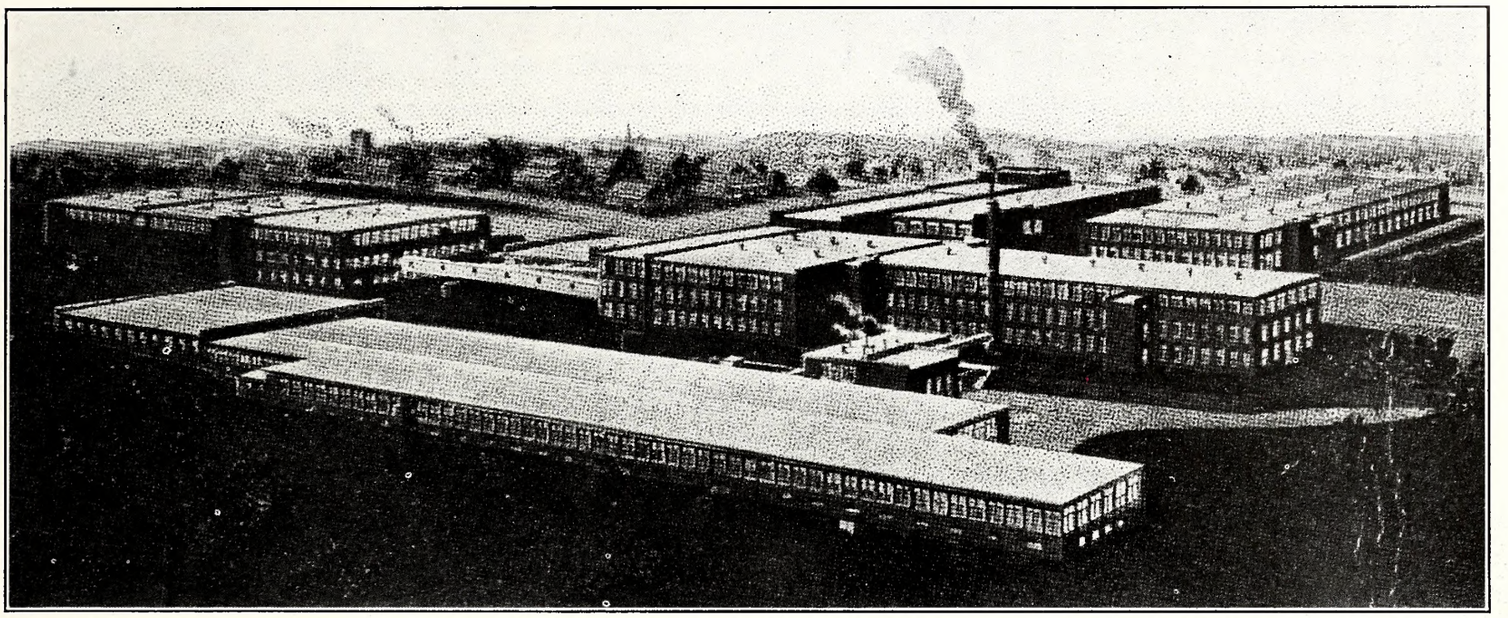
On the other hand, the management appreciates this attitude on the part of their help and stand ever ready to promote any movement for the benefit and pleasure of their people.

There is no labor trouble at the Lola Mfg. Co. A number of the people has been with the mills since they started.



LOLA GINGHAM MILLS, STANLEY, N. C.

Southern Manufacturing Company



SOUTHERN MANUFACTURING CO., ATHENS, GA.

The historic little city of Athens, Ga. boasts of many splendid industries, and is the center of learning for the state of Georgia. In none of her industries does Athens take more pride than in the magnificent textile plant of the Southern Manufacturing Company. There are few more up-to-date or more beautiful cotton mills in the entire state.

The mills were founded in 1902 and since their beginning they have enjoyed a continuous growth. The present executives are: Jno. F. Tibbetts, president; J. M. Hodgson, vice-president; C. H. Newton, secretary R. R. Hodgson, treasurer and R. S. Pond, superintendent. These gentlemen are well known in the business world for their ability, judgement and fine democratic ideas in dealing with their operatives.

The mill buildings are of brick, gravel roof, regular mill construction. The machinery consists of 32,470 spindles and 700 looms. All equipment is driven by electricity. Each machine is equipped with individual motor drives thereby reducing the danger of acidents to the minimum. All new equipment was installed in 1920 thus bringing the plant up-to-date in every respect.

The products of the mills are canton flannels, draperies, and cloth used in making gloves. Leading glove manufacturers of the country are consumers of products of the Southern Manufacturing Company. and have been for years. On account of heavy weight construction the output is in poundage and runs unusually high, as much as 120,000 pounds per week.

Since the Southern Manufacturing Company is located within the limits of the city of Athens they have not found it necessary to build schools, churches, and provide amusements such as are to be found in any progressive city, for their employees.

The operatives live in nice homes with modern city conveniences in the vicinity of the mills. A large number own their homes. The children from the mill community are educated in the public schools of Athens. They are perfectly normal, healthy, happy rollicking youngsters. It is not unusual for the mill pupils to go on through the high school and perhaps to the State University.

The mill families worship in the various churches in the city, seeking the one which nearest conforms to their ideas and beliefs. As a rule cotton mill families are very much interested in all religious affairs.

The Southern Manufacturing Company is carrying on a well organized line of Community Work under the leadership of Mrs. Tibbetts, wife of the president, and Mrs. Pond wife of the superintendent. These two estimable ladies are known and loved throughout the entire mill force for the splendid interest they have manifested in the welfare of the mill families.

A handsome Community House, well appointed and well equipped for the purpose, is the center of all Community work. In it classes in domestic science, care of the sick, care of small children, laws of hygiene, and home making in general are held. There are also frequent lectures and entertainment, as well as educational and religious meetings.

Handsome prizes are offered in the community for the best gardens, the best flowers and the best kept premises, thereby stimulating very enthusiastic spirit of friendly rivalry.

There are a number of clubs, organized among the people for the benefit of the community, the most notable of which is the "Lend-a-Hand Club" which is doing very fine work among the women and young people of the village.

An excellent brass band comis a source of pride and pleasure to the community. Athletics and sports are encouraged by the management. Baseball is a favorite sport and has a large following.

There are some five hundred and fifty persons employed in the Southern Manufacturing Company's plant, They are excellent citizens, home loving and home keeping with a very small percentage of "turnover." Several have been with the company since its organization twenty years ago. Because of the fair treatment they receive at the hands of their employers, the good wages, fine working conditions and comfortable homes and the friendly spirit of co-operaion existing in all departments there is seldom any labor disturbance. When a question does arise the operatives feel no hesitancy in discussing it with the management and always there is an amicable adjustment.

The Southern Manufacturing Company takes much interest in those operatives who are ambitious and anxious to rise. In every instance such persons are encouraged to do their best and given every opportunity to get on. Many of the heads of the departments have risen from the ranks to their present responsible positions.

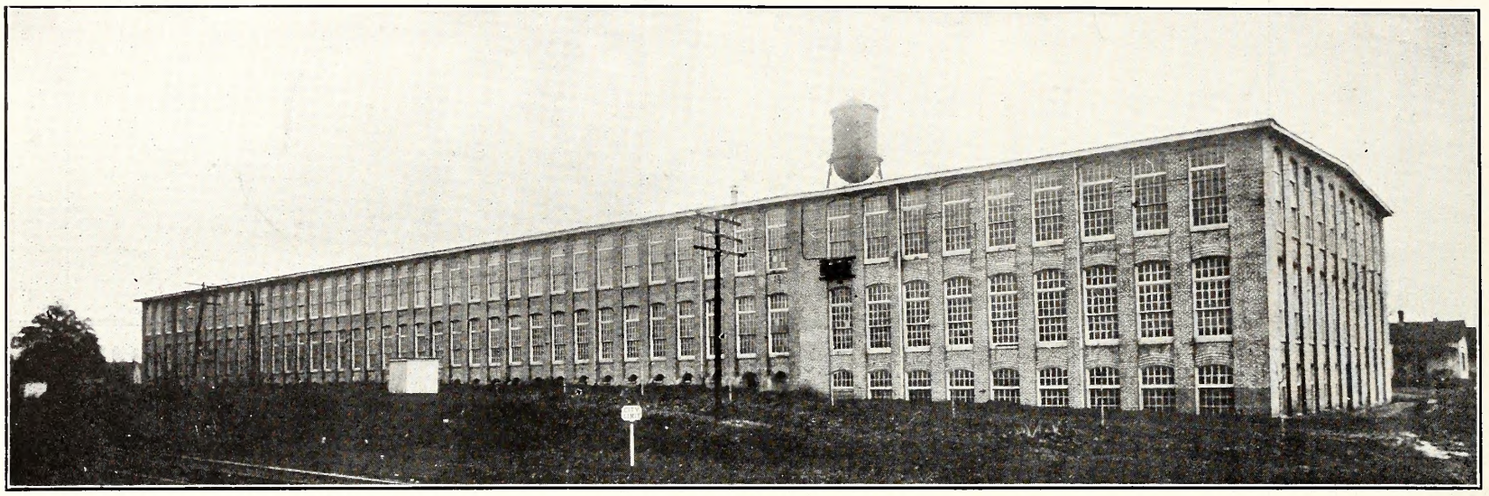
No one factor in the South is doing as much for the poorer class of people than the modern mills. These great industries are not content to give such people good wages and comfortable homes alone, they are doing far more by teaching them and helping them to a higher plane of citizenship.

The success that has always attended the operation of the Southern Manufacturing Company has been made possible because the product of the mills is backed by an organization of efficient executives and skilled workers. From the lowest to the highest they are greatly interested in keeping up the company's reputation, and realize that this reputation is achieved by co-ordinated effort on the part of all. Each of them has shown a spirit of co-operation and loyalty that has resulted in molding the human element into a smooth working machine. It is through such harmony between the mill officers and the employees that such fine results have been attained.

In watching the mill operatives here as they go to and from their work one is impressed with the fact that they are carefree, happy people to whom the world is yielding up a large share of the health, pleasures and comforts of life. Numbers of them have comfortable savings accounts in the banks, and, as stated above, fully 20 per cent of them own their homes where their furniture and conveniences are evidence of the fact that they are enjoying the comforts, and in many cases, even the luxuries of life; frequently one will find mill families who own automobiles, they are not a rare or unknown luxury to the more thrifty by any means .

The management is keenly interested in their operatives and realize that they are responsible to a certain extent for the education and progress they may make. It is not enough these days for the cotton mills to give their operatives steady employment at good wages in a clean, sanitary mill where working conditions are both healthful and pleasant, they see to it that their help have comfortable homes, good schools for their children, a clean sort of social life, and do all they can in a practical way to make the people realize that they can become better educated, with broader views of life and altogether reach a higher plane of living and be better citizens.

Dacotah Cotton Mill



DACOTAH COTTON MILLS, LEXINGTON, N. C.

The Dacotah Cotton Mills at Lexington, N. C., are among the most prosperous and progressive manufacturing concerns located in the pretty little city. The mills were organized in 1910, and are operated by the same group of gentlemen who founded them. Since they first begun operation there has been a continuous growth and expansion.

The mills have a capital stock of $600,000. The mills are of modern mill construction, three story brick, built with a view of procuring the greatest efficiency, with the very best systems of ventilating, heating, humidifying and lighting and the most modern type of equipment for the production of chambrays. There are 21,672 spindles and 650 looms all driven by electricity. Four hundred and twenty-five operatives are employed in the mills.

The operatives live in the pretty mill village An idea of the kind of houses the company has provided for its operatives may be gained from the view of cottages in the mill village which are shown in the cut at the foot of this page. They are convenient and comfortable and are kept in the best of repair, nicely painted inside and out. Since these pictures were made the management has made a great many improvements in the appearance of their village. Streets have been improved, shade trees have been planted ,sewerage and water works installed in the houses, as well as electric lights in the houses, and many flowers and plants around the houses enhance the beauty of the whole. Each cottage has plenty of room for a good garden and many fine vegetables are raised in the village.

Education is considered most important and necessary in the village and the management has just completed the erection of a magnificent school building at a cost of $11,000. This building is complete with all modern educational equipment and the school facilities are the equal of those to be found anywhere. Two teachers are employed in the school, their salaries being paid by the county funds, supplemented by funds of the mills One hundred and seventy-five children go to school regularly, bright, healthy, happy youngsters, the equal of any to be found in the homes of the average citizen.

There are many advantages offered the operatives at the Dacotah Mills, such as good schools, nice churches, good homes and working conditions, good wages. In addition there are the many advantages offered by the city of Lexington.

A general scheme of welfare work has been adopted by the Dacotah Cotton mills. The management is keenly interested in the living conditions of their operatives and see to it that they never lack for anything that is necessary. If the operative is short of funds and wants to borrow money the mill company will loan it to him without interest and allow him to pay it back in small sums at his own convenience.

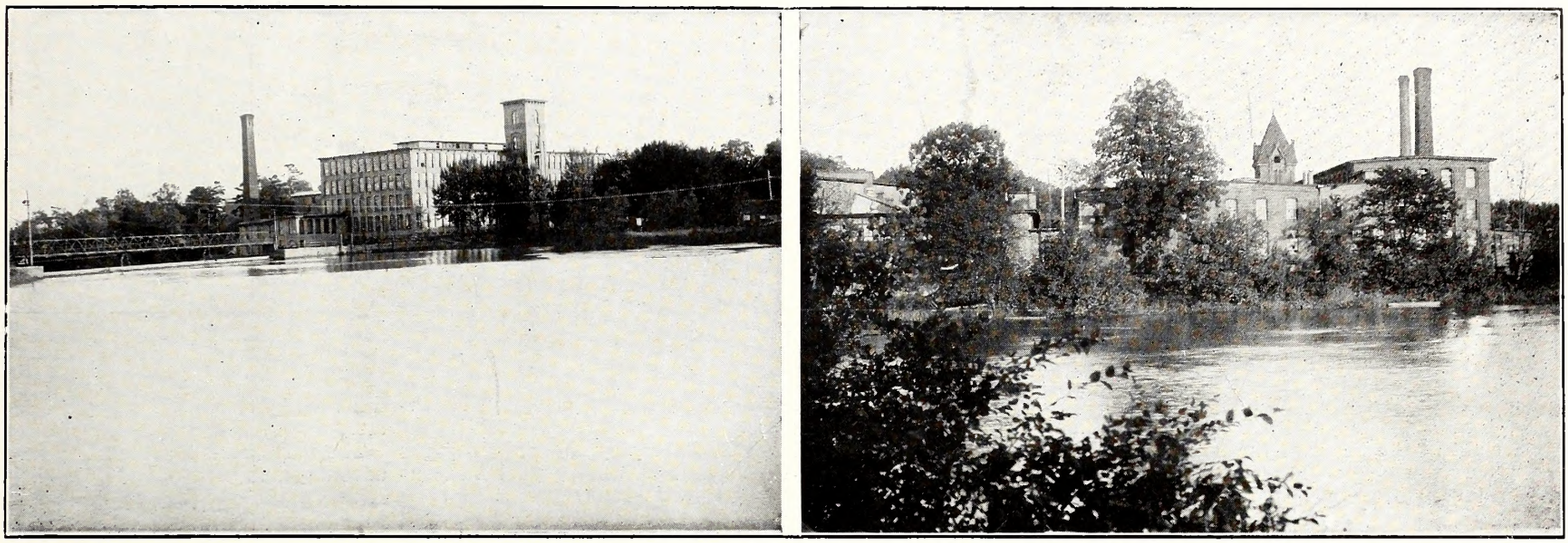
There is a very friendly feeling existing between the management and the employes. Most of the employees come from the country and are natives of North Carolina. The executives, also, are local people and there is a certain bond of sympathetic interest between the two that makes for the progress of the mills and the advancement and pleasure of the operatives. The management is proud of the class of people employed in their mills. The operatives on their part are very loyal to the mills and take a great interest in their work and are skilled workers. It is a policy of the Dacotah Mills to promote those who are interested in the mills and textile work as rapidly as they merit, and thus the heads of the various departments, overseers and bosses are taken from the rank and file of the mills.

The executives of the Dacotah Mills are C. A. Hunt, Jr., president and general manager; C. M. Thompson, vice president; W. H. Mendenhall, secretary and treasurer; J. H. Mattison, superintendent. A group of executives of fine democratic ideas, keen business judgment, and untiring energy. Mr. Hunt, espesially, is always on the alert for improving conditions both in the mills, and the community. He is expert in the knowledge of the cotton mill business and has had a wide experience. He is a gentleman widely known and respected for his splendid executive ability. He has a fine personality and is fortunate in the selection of his associates, always having their hearty co-operation in any movement he undertakes to promote for the interest of the mills or the community. He is well known in the village and the operatives look upon him as their friend, even the little children having a friendly greeting for him.



COTTAGES IN DACOTAH MILL VILLAGE.

Piedmont Manufacturing Company



TWO VIEWS OF PIEDMONT MANUFACTURING COMPANY, PIEDMONT, S. C.

The Piedmont Manufacturing Company is one of the most progressive, up-to-date plants in South Carolina. A more beautiful site for a cotton mill could hardly be found that the one selected for this splendid plant. The environments are all that one could ask for in the way of pleasant working conditions in the mills. They are comfortable and healthful.

Their present equipment consists of 69,142 spindles and 1,984 looms, modern and of a type best suited for the most efficient production with the least effort on the part of the operative. The mills are capitalized at $1,600,000.00. The products are sheetings and drills. Approximately 800 operatives are employed.

The officers are S. M. Beattie, Greenville, president and treasurer; S. B. Wilson, secretary and asssitant treasurer; S. T. Buchanan, superintendent.

The Piedmont Manufacturing Company has displayed its excellent ideas in planning and building their beautiful mill village as much as in the development of the mills. The entire village with its well kept streets and pavements, beautiful shade trees, freshly painted, well cared for cottages, flowers and vines, as well as fine gardens and green lawns, present a most attractive picture and there is no wonder the operatives and their family seem so happy and contented in such pretty and comfortable homes. The houses have all modern equipment such as sewerage, water, electric lights, baths, sinks and screens.

There is an extensive line of welfare work carried on at the mills under the direction of paid workers. The management is constantly on the lookout for their operatives and planning work for their benefit and advancement. Besides the beautiful cottages a very handsome school building has been erected. This is a model in every respect. A seventeen room, brick structure, completely equiped with every modern convenience from top to bottom, including a large auditorium fitted with a stage, scenic effects, foot lights, and opera chairs. This auditorium is used for closing exercises of the school, entertainments of all kinds and many other affairs. The school building is one of the handsomest and most up-to-date buildings of its kind to be found anywhere.

One would gather from the above the high esteem in which education is held by the management. They urge the parents to send their children to school regularly. Some five hundred pupils are being taught in the schools at Piedmont.

The teachers are paid by public school funds supplemented by mill funds. There is also school at night for the benefit of those persons who have to work in the day time but want to get a better education.

Excellent oportunities for religious worship are offered in the pretty, comfortable churches of pleasing architecture that are found in the mill village at Piedmont. Each church has its own Sunday school and there is always a good attendance of the village children.

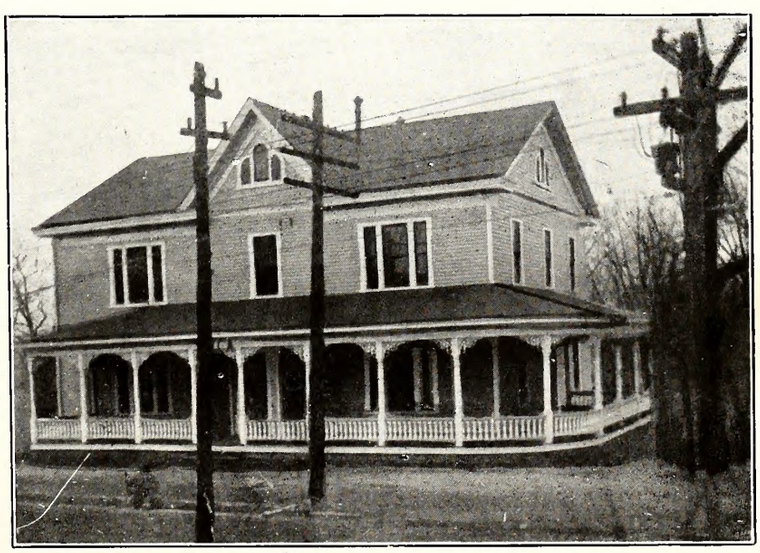
These cotton mill people are naturally of a devout nature and believe implicitly in the simple teaching of the Bible. They try to live by its precepts and instill them into their children. Many of them are active in affairs of the church.

Four cool, shady playgrounds and parks furnish pleasant places for the older people and numerous devices for play afford much pleasure and amusement for the children, besides giving them healthful exercise and fresh air. A brass band composed of operatives of the mill is a source of pride and pleasure to the people.

These are just a few of the advantages offered the operative and his family at the Piedmont Mills. There is no wonder that the percentage of turnover is small and that those who are fortunate enough to find employment there consider themselves lucky indeed and are perfectly satisfied to remain with the mills. They have been quick to respond to the efforts of the management to uplift and benefit them. They are fine citizens, peaceable, home loving, industrious and loyal.

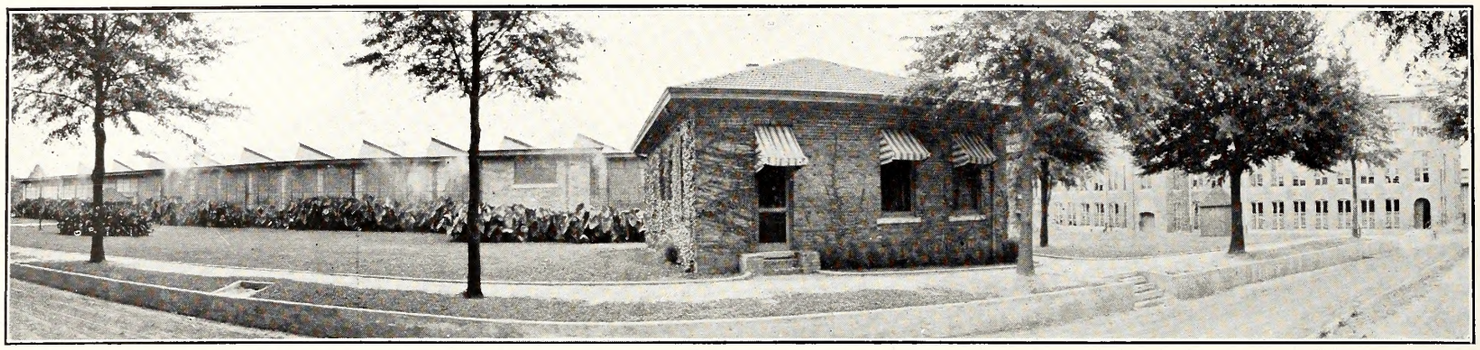


CHURCH AT PIEDMONT MANUFACTURING COMPANY.



WOMAN'S BUILDING, PIEDMONT MANUFACTURING COMPANY

Industrial Cotton Mills Company



INDUSTRIAL COTTON MILLS, ROCK HILL, S. C.

The Industrial Cotton Mill Company, Inc., is located at Rock Hill, S. C., right in the heart of the cotton growing country. These mills are in a very prosperous condition and since their beginning in 1895 have grown steadily.

The officers are: Alex Long, president; I. B. Cauthen, secretary; L. D. Pitts, treasurer; A. C. Fennell, superintendent. Out of such a combination it is perfectly natural that the mills should be a success.

The mills, themselves look as though they had been set down in some big beautiful park with its magnificent trees, beautiful shrubs, and a well equipped play ground for the doffer boys. There is no question about the artistic taste of the owners. They keep the whole place in an ideal manner.

The equipment consists of 18,880 spindles and 1,000 looms driven by hydro-electric power. The products of the mills are denims.

Eight hundred happy, healthy, people find employment in these mills. Look at their faces and watch them about their work and the fact cannot be questioned. No where can a finer relationship be found than that which exists between employer and employe at the Industrial Cotton Mills Company. They are all like one big family with one common interest. The operatives are loyal to the mills and the management is more than loyal to their operatives.

The picture at the bottom of the page gives an idea of the kind of homes furnished for the mill operatives and families. Nothing could be prettier or more home like. The beautiful flowers, splendid shade trees, and vines all attest the worth of the people. These homes, of which there are 243, are all are kept in excellent repair and are convenient and comfortable with water and lights

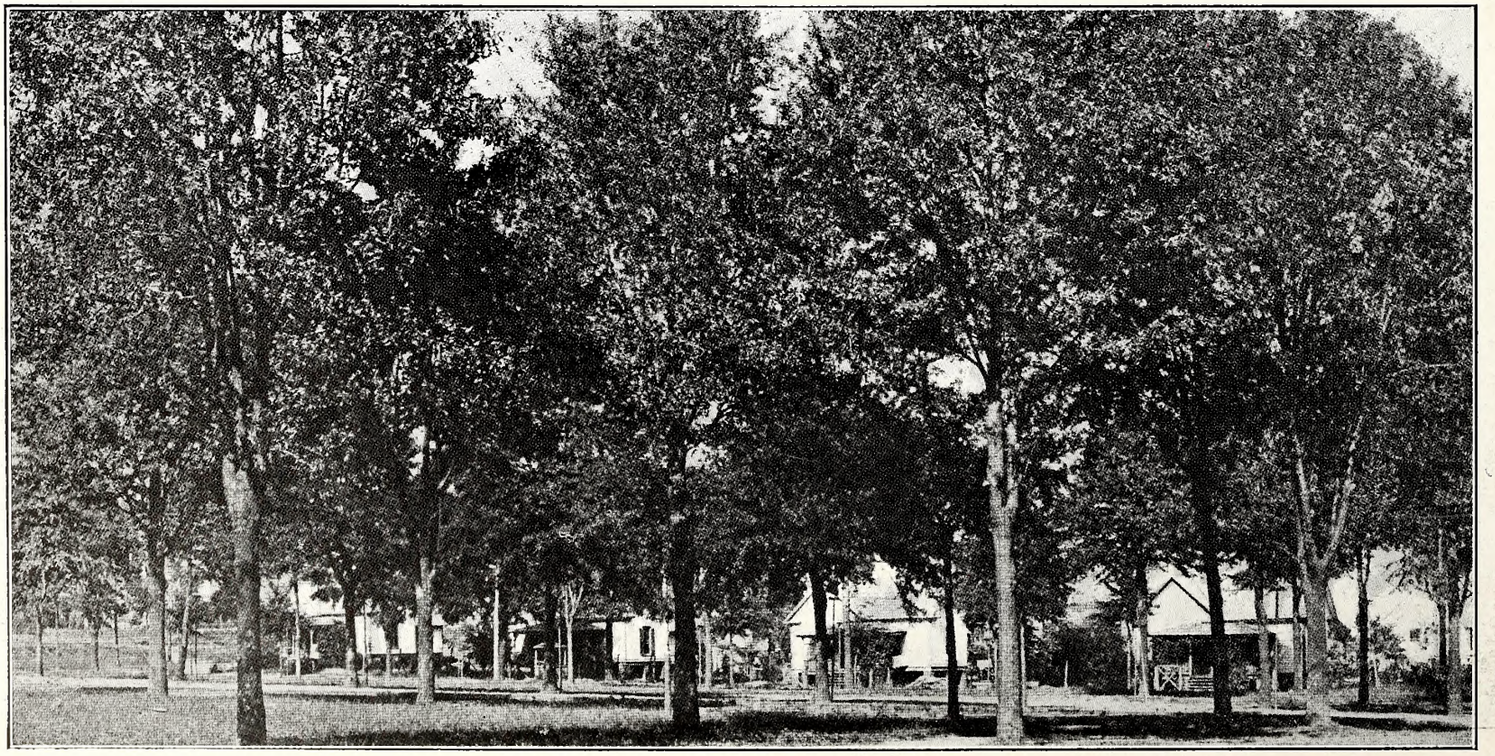
There is a beautiful community house which is the center of all village activities whether business or social. A well defined line of service work is meeting with wonderful results. Numerous clubs have been organized for the improvement of the people such as sewing, cooking, boys' club, and others.

There are playgrounds and parks and a fine swimming pool modernly equipped with baths, showers and lockers. It has been said by a well known writer that "The trail of the youthful criminal seldom leads back to the playground or the swimming pool, the baseball diamond, athletic field or community center." There is no doubt of what a great factor play grounds, athletics and sports are in the prevention of crime, though we have been slow in discovering that play is a most essential factor in God's plan of making men and women out of boys and girls.

While the management does not find it necessary to maintain a private school for the village children they do urge upon parents the necessity of educating their children. The parents appreciate the advantages of the Rock Hill school system and see that their children attend regularly There are approximately 250 children in school from the mill homes. The company maintains a night school for day workers.

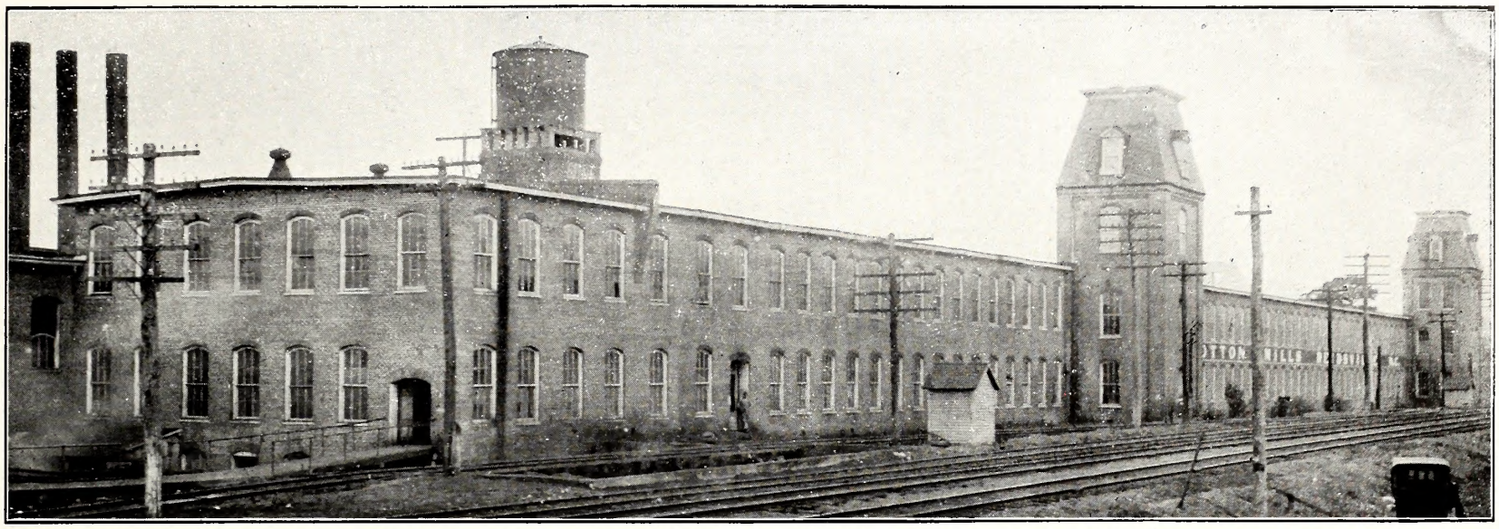
The management offers many fine advantages to their operatives. They advance those who are ambitious to rise in the mills, and they are given every opportunity and promoted as rapidly as possible, an instance of this is the present superintendent, who begun as a doffer boy in the mills; other advantages are good wages, comfortable homes; free pasture for their cows, free school books to those who cannot afford to buy them; and about one third of an acre of land for a garden in connection with each cottage, besides all these there are the numerous advantages offered by living in a city like Rock Hill.

The goods made by the Industrial Cotton mills, denims, are used in the manufacture of overalls and machinist, laborers and farmers all over this country are wearing garments made from cloth woven by the skilled operatives of the Industrial Cotton Mills. The operatives take pride in the wearing quality of the goods they produce.



STREET SCENE IN INDUSTRIAL COTTON MILLS VILLAGE.

Edna Cotton Mills



EDNA COTTON MILLS, REIDSVILLE, N. C.

Reidsville, N. C. counts herself fortunate to have within bounds such a progressive manufacturing plant as the Edna Cotton Mills.

In 1895 these mills were organized and the public was predicting that such industries could not be run at an advantage in the South in the very home of the cotton plantations. The same executives are at the head of the business, and, like many other cotton mill men thruout the South have given positive proof that the heart of the cotton fields is the best place to manufacture the finished product. W. S. Forbes of Richmond is president; J. B. Pipkin is secretary and treasurer and John F. Scott, a recognized authority in the textile world, is the genial superintendent.

The mills are located in the Southern part of Reidsville, convenient to the railroad. The building is of brick, a two story structure of the daylight type, lots of windows furnish plenty of light and fresh air. From time to time the equipment has been renewed and changed, keeping the mills ever up-to-date. The equipment consists of 25,300 spindles and 540 Stafford Automatic looms, making three leaf twills. Every part of the machinery has been thoroughly overhauled and brought up to date. The entire mill is neatly kept and everything is done to make the environment as pleasant as possible. The management belong to those progressive manufacturers who believe in giving their help a square deal, realizing that in doing so they are getting better financial results for themselves as well as treating their help in a humane manner.

Approximately 300 operatives are employed in the Edna Cotton Mills. Like all operatives in Southern cotton mills, these people are pure bred Anglo-Saxons, knowing no other language than English and no other home save their native state. As a whole, they are industrious, intelligent and thrifty. Loyal to each other, loyal to their executives and loyal to their country. Most of these people came to the mills from the surrounding country where they had worked from dawn to dark on their own poor little farms, or else were tenants upon some big farm, but in either instance living in a small, uncomfortable house, bare of all modern conveniences, and on these farms they eked out only a very poor living with never any large amount of cash.

All this was changed when they came into the cotton mill village where they have nice comfortable homes, with sanitary closts and electric lights. In the mills they have found pleasant employment at good wages and no longer or harder work than they did on the farm. Twenty out of every hundred live in their own homes, more than fifty per cent are saving money. There are excellent advantages for their children in the way of educational facilities. The operatives appreciate what they have missed and see to it that their children go to school regularly.

A regular line of welfare work is carried on in the village by a trained worker who is employed by the mills to supervise all this work. Her efforts have met with marked success. A number of clubs have been organized among both women and men. Two popular clubs among the young people are Boy Scout Troop and a Girls' Canning Club. Both has a most enthusiastic following. The mothers are instructed in the laws of hygiene and taught how to care for their young children and to make their homes more attractive as well as sanitary.

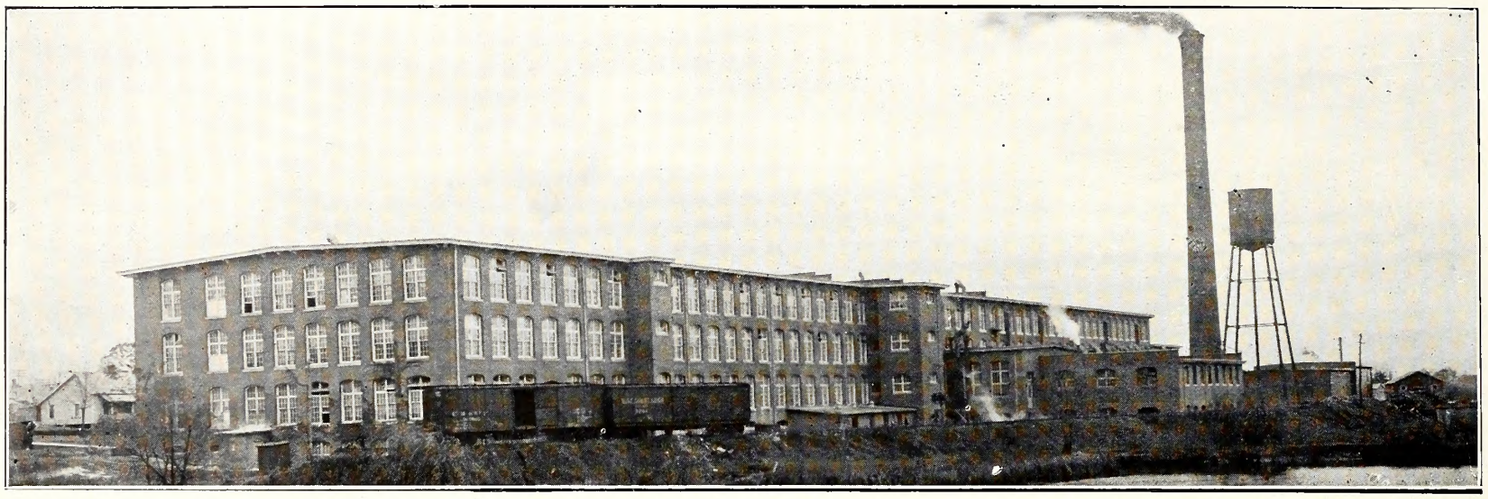
A fine spirit of civic pride has been developed in the community. Prizes are given for the most carefully kept premises, as well as for the most beautiful flowers and the best vegetables. As seen from the accompanying picture the encouragement of the management in the growing of flowers has resulted in the growth of some very choice blossoms. All of these serve to cultivate a taste for the aesthetic and developes a love for all growing things.

These operatives are a splendid class of citizens, law abiding and desirable. There is a fine spirit of friendliness and good fellowship existing between the mill executives and their operatives. The management are proud of their help and ambitious for them.



FLOWER GARDENS AT THE COTTAGES OF THE EDNA COTTON MILLS.

Glenwood Cotton Mills



GLENWOOD COTTON MILLS, EASLEY. S. C.

The Glenwood Mills were the first to be built in the progressive town of Easley, Pickens County, South Carolina. They were founded in 1902, by W. M. Hagood and associates, and are today, under practically the same management.

Mr. Hagood is a man of broad vision and splendid ideas, and keen executive ability. He is fortunate in having selected as his associates men of similar ideas and there has been perfect co-operation in all movements put on foot for the benefit of the human element that plays such an important part in the success of any business. There can be no question about the success of the Glenwood Cotton Mills. They have been kept up-to-date in maintaining the very best environment and working conditions for the help, as well as renewing and replacing the equipment from time to time. It has never been the policy of the Glenwood Mills not spare any expenses when it came to a question of the health and comfort of the operatives.

The mills are capitalized at $1,200,000. From the photograph one may observe that the mill building is of modern mill construction, with plenty of windows for lighting and ventilation. Pure water has been piped all over the mills and sanitary drinking fountains installed. The equipment consists of 45,976 spindles and 1,160 looms for the manufacture of wide print cloths and sheetings.

About four hundred and fifty operatives are employed in the Glenwood Cotton Mills. Most of these people were country people who knew nothing whatever about work in cotton mills when they first came to work. They were apt and intelligent and it did not take them long to catch on to the work under the kindly direction of the heads of the departments and today a large percentage of those who first came from the farm to the mills are experts in their line and are capable of the greatest efficiency.

A careful survey of their intelli- the fact that they are interested in their work and are healthy and happy. They are nice looking people too, well dressed and well fed. They make good wages and spend what they make for comforts and often luxuries. Consider the advantages they have today as compared with what they had before they came to the mill community. They had no chance to go to school, and when they did, there were perhaps long weary miles to trudge in the cold, and school for only a few months a year because they must work the crops in season.

At Glenwood Mills the management considers education of much importance and they have built a beautiful $15,000.00 school building, modern in every respect, equipped with most capable teachers to instruct the children. Besides the class rooms in the building there is a fine large auditorium with a seating capacity of 800. This auditorium is perfectly complete in every way, stage, foot lights, scenery, comfortable chairs, piano, and other things. About 180 pupils go to school in the day time, and there is a night school in the fall and winter for the grown-ups who have a desire to gain more knowledge. The teachers are paid from the mill and county funds.

Pleasant, comfortable churches have been built by the mills for the use of the mill people, one Methodist and other Baptist. Each has a good Sunday School and there is always a fine interest manifested in all religious affairs.

There is a nice library with a number of volumes for the informa tion and pleasure of the people.

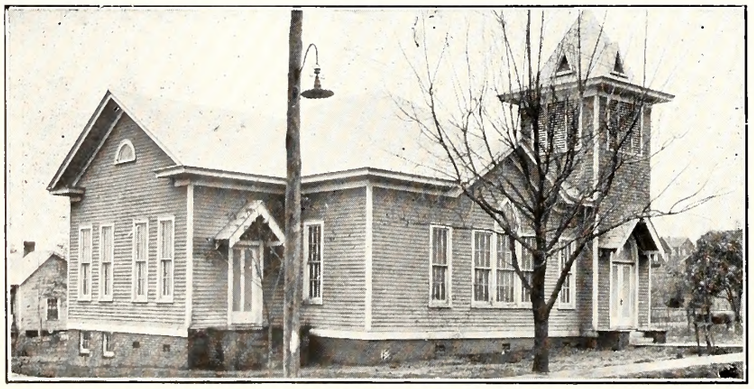
A pretty play ground is the joy of the children. Here the management has established many devices for the little ones. And a nice baseball diamond shows that it is in constant use in the season and the entire male population turns out for the hotly contested games that are played. Sports of all kinds are encouraged by the management. Tennis, baseball and basket are the popular games.

A large number of the operatives are insured. This insurance has proven most beneficial to the families of the operatives in case of sickness or death. A good percentage of the operatives are saving some money for the future. Many of them have automobiles, pianos and victrolas. Some own homes and other investments.

The management does all it can to help their people reduce the cost of living. Fuel is sold them at cost, and they operate their own ice plant and sell the ice at cost, and do a great many other things for them. The people are perfectly satisfied; labor trouble is unknown and there is a fine spirit of understanding between the people and the management.

The officers of the Glenwood Mills are W. M. Hagood, president and treasurer; secretary, W. E. Mays; superintendent, M. E. Garrison. Luther M. McBee, Jr., of Greenville, S. C., is purchasing agent.

Superintendent Garrison knows all the employees by name and keeps in close personal touch with them.

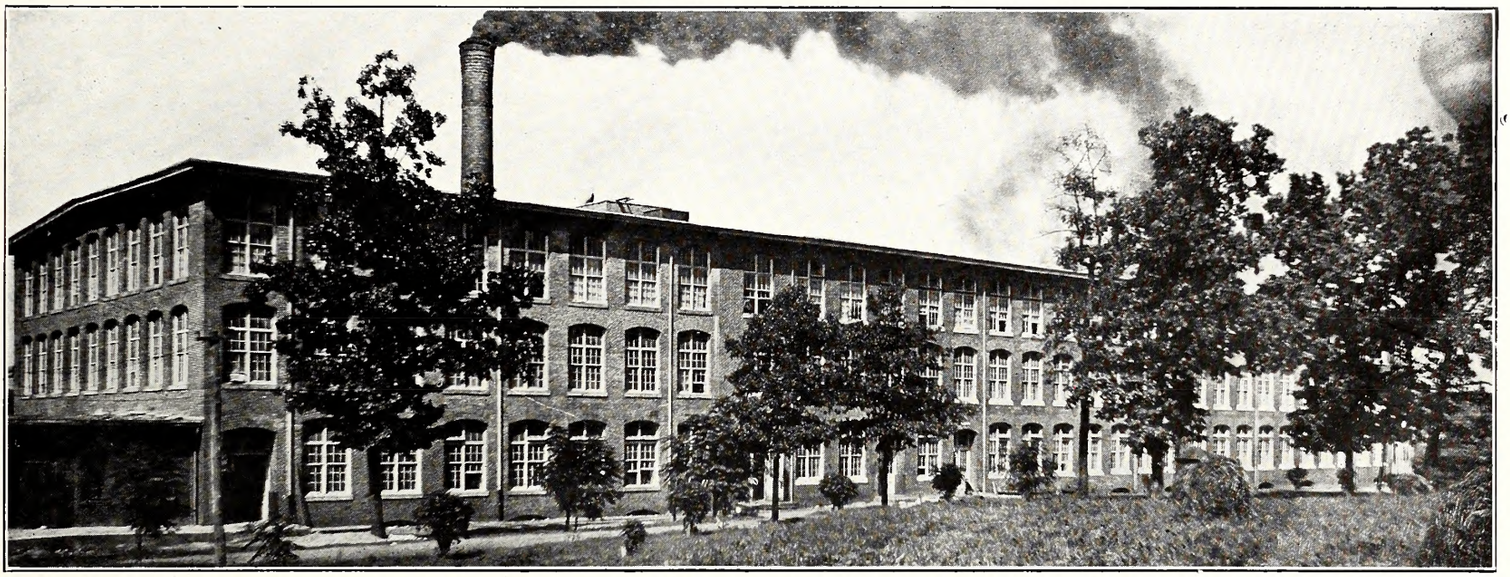


GLENWOOD CHURCH



$15,000 SCHOOL AT GLENWOOD COTTON MILLS.

Pickens Cotton Mills



PICKENS COTTON MILL, PICKENS, S. C.

A study of the photograph of the Pickens Cotton Mills at the top of this page will immediately give one the impression that it is a fine, large cotton mill in a prosperous condition, which is being operated by people of aesthetic taste. Otherwise there would not be such a clean appearance and such beautiful trees and shrubbery planted around the mills.

The Pickens Cotton Mills are a fine example of the best type of a modern cotton mill. The theory of a cotton mill being a dismal, linty, unhealthy place to work and that the operatives were a set of poor, down trodden people who let the cotton mill owners brow beat them and treat them any old way, and pay them just as little as possible, for working long, weary hours, has long since been exploded. The cotton mill today is a clean, healthy, well ventilated place. The very best systems for ventilating, humidifying, heating and lighting have been installed at the Pickens Mills. There are sanitary drinking fountains, and the mills are kept neat as a pin inside and out. If those who bemoan the fate of the cotton mill operative would stop to inquire of that operative just how they feel about their work they would find that the said operative is perfectly satisfied with his work and that the operative in his or her place would not think of exchanging places with the the clerks behind the counters in the ordinary store where they work for a lesser wage. These clerks have no more chance to sit down than do the cotton mill operatives who have comfortable seats at the end of their group of machines where they may rest every little while. Another thing, the cotton mill operative makes good money and spends it for good clothes.

And the ordinary cotton mill operative will tell the observer that they have every Saturday afternoon off, live in very comfortable, convenient homes which are rented at a nominal cost, get many of their commodities of living at practically cost, and they are having wonderful opportunities given them by the cotton mill owners for improvement and culture for themselves as well as educational facilities for their children, the equal or above, those offered the children of the ordinary citizen.

The Pickens Cotton Mills were established in 1906 by W. M. Hagood and associates, who are practically the same as those interested in the Glennwood Cotton Mills. The officers of the mills are: W. M. Hagood, Easley, S. C., president and treasurer; C. B. Hagood, vice president; W. E. Mays, secretary; A. J. Jewell, superintendent; and C. B. Hagood, general manager The mills are capitalized at $1,200,000.00. The same fine management and policies in the treatment of the operatives exists in the Pickens Mills as in the Glennwood Cotton Mills. The executives believe in aplying the "Golden Rule' both ways in their business dealings.

The mill buildings are all standard mill construction. The main building is three stories, brick, 415 feet by 110 feet. The comfort and health of the operatives is of paramount importance in the mills and have been carefully considered. The equipment consists of 23,040 spindles and 606 Draper looms; the machinery is driven by steam power. The Pickens Cotton Mills manufacture sheetings in different widths. These sheetings are such a high quality that they are in great demand in the markets. They have made a splendid reputation for themselves in both Northern and Southern markets.

Two hundred and fifty operatives are employed in the Pickens Cotton Mills. Many of them have been with the mills since they first started operation. There is a fine policy at the Pickens Mills of filling all responsible positions, heads of departments, and overseers from the rank and file of the mills when a vacancy occurs. This encourages those who are ambitious to know more of the textile business and such operatives are given every opportunity for advancement.

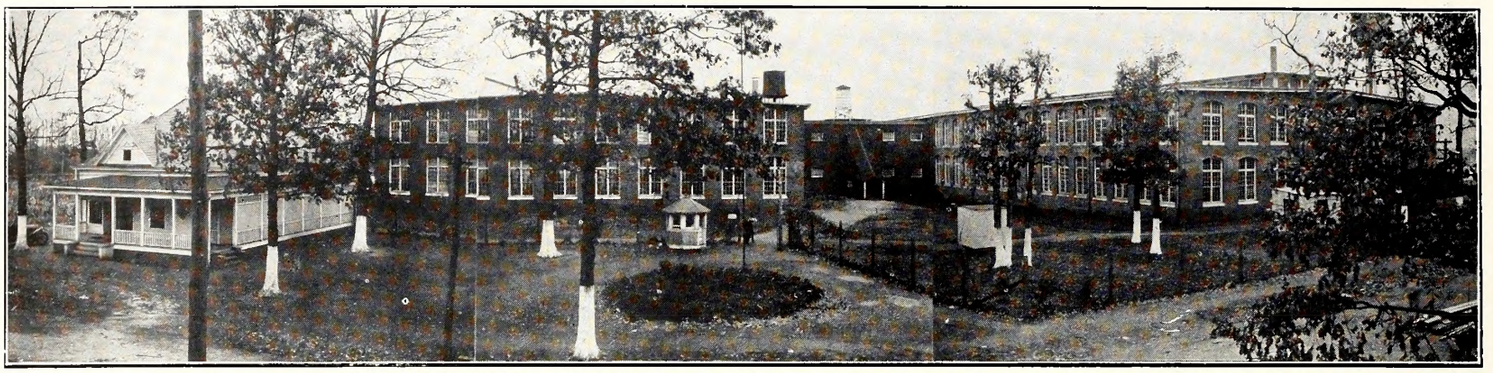
The success of any manufacturing plant depends largely upon the kind of help employed. At the Pickens Cotton Mills the management has been very careful in this connection and the result is a fine class of people, intelligently, apt, and skillful, very much interested in their work. They have a high standard of morals in the mills and community. They are always ready to help those who are need of assistance and the stranger receives a warm welcome upon coming into the community. These people feel an individual responsibility for the success of the mills and are proud of the reputation of the goods manufactured. They are very loyal to the mills and the management. There is a hearty whole-souled cooperation between the two.

The village at the Pickens Cotton Mills, like the grounds around the mills, has been laid out and planned by a landscape gardener who had an idea of developing the whole along artistic lines. The streets and pavements are in good condition and well kept, streets are lined with shade trees and here and there throughout the village are many bright hued beautiful flowers. The village has a population of approximately six hundred inhabitants. The management has built about one hundred neat pretty cottages, varying in number of rooms, as well as in the color of paint used. Painting the cottages in different colors produces a more pleasing effect than having only one color used in the entire village. These cottages include electric lights, sewerage, waterworks, baths, kitchen sinks, porches, screens, closets and plastered walls, with neatly painted in wood work, among their many modern conveniences. Each cottage has a large garden spot and plenty of room in front for grass and flowers. Many beautiful flowers and fine vegetables are raised in the vilage. The management encourage the mill families in raising flowers and vegetables by offering substantial prizes for the best flowers and vegetables grown in the village. A Canning Club in the comunity, under the direction of an expert, has been the means of taking care of all the surplus vegetables for winter consumption, at only the cost of the cans and material necessary to put them up.

Education is stressed at the Pickens Cotton Mills just as it is at the Glenwood Cotton Mills. The management points out to the parents how essential it is to make their children take advantage of the splendid opportunities to get an education that have been provided in the mills. The school building is a large frame one modern in architecture and fully equipped with up-to-date devices for the use of the children and teachers. Besides the class rooms, this building contains a fine large auditorium which has a large stage, foot lights, nice seats, and other facilities for making it a pleasant place for closing exercises of school, entertainments, and public meetings. The teachers employed in the school are payed by the county and mill funds. There is also a night school for the urpose of giving those operatives who work in the day time a chance to study at night.

The mill village has a play ground and a park which is the center of much activity in the community. In the parks are held many picnics, barbecues, lawn fetes, and other festivities. Sports are encouraged by the management because of the fact that they keep the people out of doors in the fresh air. Baseball, tennis, basket ball are all quite popular, though, of course, base ball ranks first.

Pomona Mills Company



POMONA MILLS, POMONA, N. C.

One of the most beautiful and at the same time most modern textile mills to be found anywhere in the Piedmont section is the Pomona Mills, Inc., located in the western part of the thriving industrial center, Greensboro, N. C. While the spirit of the Roman Goddess Pomona may not have been visible when the site of the Pomona mills was selected and the beautiful village laid out in the great grove of oak trees, the writer feels certain that her spirit must have been hovering very near and that she was the guiding power and gave the architect his inspiration.

The naturally beautiful sight has truly become a bower of vines, fruit and flowers. Shade trees, well paved streets and sidewalks added to these make a most attractive setting for the one hundred and seventy five frame cotages and bungalows that furnish a place of abode for the mill operatives. These houses are all modern, convenient and made most comfortable with electric lights, an abundance of pure water at hand, and septic toilets.

Many thousands of dollars have been spent by the management in building and beautifying this village. They have installed a fine spirit of civic pride in the village people which manifests itself in the way they beautify their homes, keeping them sanitary and neat, planting flowers, fruits and vines, making the whole most pleasing.

Each cottage has its quota of ground for the cultivation of vegetables. Added to this is a large tract belonging to the management and divided among those mill families who desire to raise a surplus of vegetables for canning. A girls' Canning Club under the direction of an expert in the line serves to stimulate the raising of fruits and vegetables. The canning outfit is furnished by the management and there is only the cost of the cans for the operatives to pay.

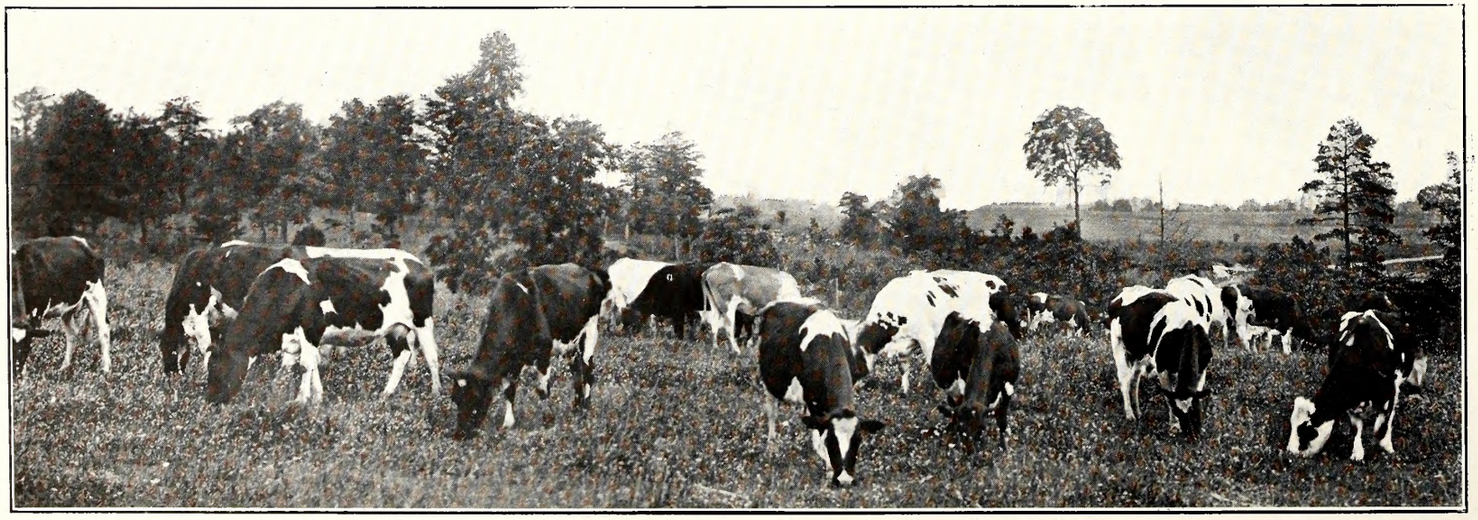
At Pomona Mills welfare work, under a trained leader, is considered a legitimate expenditure, or rather investment, just as necessary to the prosperity of their business as the village and the homes. They are so enthusiastic over the results of their efforts and expenditures for the uplift and benefit of their people that they are continually doing some big, fine thing that would not be considered necessary except in the most modern mill villages. An instance of the progressive ideas maintained with regard to their help is the splendid modernly equipped dairy which the management has built for supplying their village with milk. The barn is equipped with automatic feeds, steel stanchions, electric milkers, coolers and other modern conveniences, the capacity being 25 or more cows. The milk is sold at a discount to the employees, also to school children.

Education is considered of paramount importance at Mills. The facilities are unexcelled. A modern school house, fully equiped in every respect has ben built by the mills for the use of the mill families. Seven teachers are employed. Two hundred children attend this school. After the children go through the mill school they have the city high schools and state colleges if they care for a higher education, and it is surprising how many children from the mill community do this.

Among other attractions offered operatives at Pomona Mills are a laundry operated for the benefit of the employees, where the work is done at actual cost; a modern hotel for operatives who are unmarried, or prefer not to keep house; a library; three clubs, one for the women, one for girls and a Pomona Textile Club; religious advantages; classes in domestic science, canning, etc; a well equipped playground for the little children, a fine brass band composed of mill operatives; life insurance carried by Pomona Mills Co. on every single one of their operatives in sums from $300 to $1,000; a Boy Scout Troop; all kinds of athletics, baseball, volley ball, basket ball, tennis, etc; many kinds of amusements and entertainments, picture show, etc, in the village besides the unusual advantages offered by the city of Greensboro for the entertainment and culture of the people. An entertainment of especial interest to the entire community is the big Fourth of July picnic and barbecue which is given annually by the Pomona Mills Company for the pleasure of their operatives.

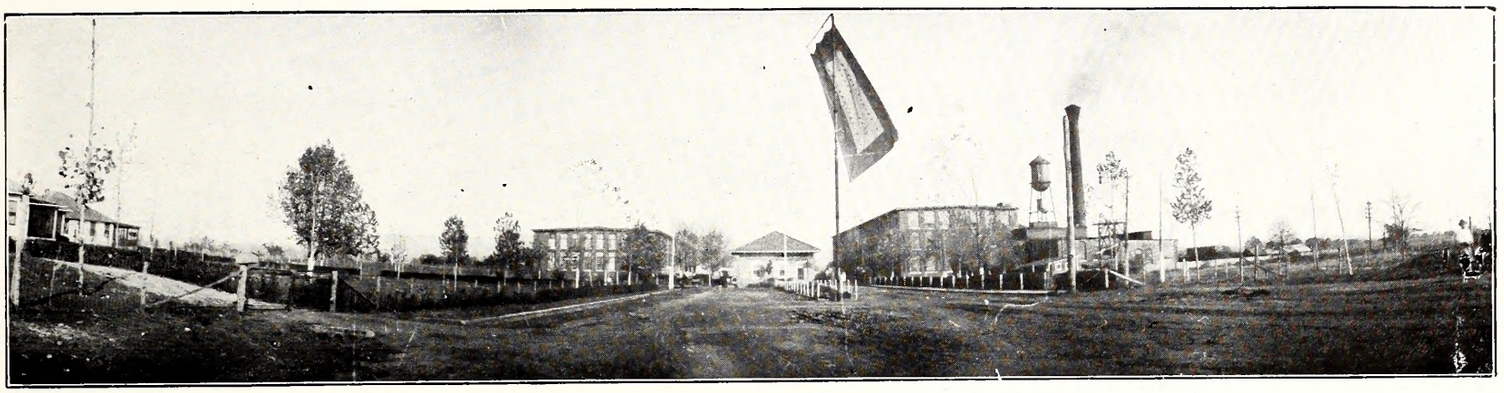
Most of the operatives at the Pomona Mills come from the nearby territory, whether direct from the country or from some other cotton mill that hasn't so many attractions. They receive excellent wages, live in the most comfortable houses they have ever known, work in a splendidly appointed mill, cool, comfortable, healthy. At least 25 per cent are saving money, 10 per cent have their own homes, or other property.

The Pomona Mills were incorporated in 1909, the executives at present are: J. E. Latham, president; vice president, F. C. Rueker; secretary and treasurer, C. W. Causey, superintendent, L. H. Thomas. The capital stock of the organization is $1,000,000. There are two main buildings, No. 1 carding and spinning, No. 2 weaving and finishing. The equipment consists of 24,416 spindles and 798 looms, and a complete dyeing and finishing plant. Five hundred and fifty persons are employed.



DAIRY COWS, POMONA MILLS.

Lowe Manufacturing Company



LOWE MANUFACTURING COMPANY, HUNTSVILLE, ALA.

C. W. Causey, treasurer of the Pomona Mills, Greensboro, N. C., is president and the guiding factor in the Lowe Manufacturing Company of Huntsville, Ala.

As Mr. Causey has his residence at Greensboro, it was necessary for him to have a man of ability at the mill and he recently secured as agent and manager Robt. E. McDonald, a young man of personality and long experience.

The Lowe Manufacturing Company was founded by Chas. Lane Poor, of New York, in 1900. The present officers of this enterprising organization are: President and treasurer, C. W. Causey; agent and superintendent, Robt. E. McDonald. The purchasing agent is E. S. Tennent, of Spartanburg, S. C.

The plant is all of modern mill construction. Mill No. 1 does the carding, spinning and finishing. Mill No. 2 takes care of the dyeing. Fine dress ginghams and shirtings of a very superior quality and most beautiful coloring are manufactured. The beauty of these goods is unsurpassed, indeed the writer feels that dresses made from patterns he has seen would prove a joy to any woman's heart.

The plant is kept in a perfectly spotless manner, in fact it is spoken of by inspectors as "the Cleanest Mill in the South," and that is saying a whole lot, for there are some wonderfully clean cotton mills in the Southern States. Mr. Chas. W. Causey, a man of keen intellect and fine business perception, has been largely instrumental in gaining such a reputation for this great industry. He is an expert textile man and has given his attention to the quality of the production of the mills. He is also intensely interested in the welfare work and living conditions generally.

There are 550 persons employed in the Lowe mills. The village has a population of 1,600; it has nice, broad streets, good pavements, electric lights, and waterworks. The operatives have a great deal of civic pride in their village and see to it that it is kept clean and neat. The houses are two, four and six-room cottages equipped with all modern conveniences such as lights, water and sanitary closets.

A trained nurse is in charge of the welfare work and under her direction the homes of the operatives have been made much more comfortable and attractive, to say nothing of more healthful and sanitary. The mothers have been taught laws of hygiene and instructed as to the proper way in which to care for their children. She has gained wonderful results, and if there was ever any need for convincing evidence of the benefits accruing from welfare work among cotton mill operatives one need not look further to find it.

Since the Lowe Mills are located in West Huntsville it has not been necessary for the management to build schools and churches; a good school, maintained by the mills, is near at hand, where mill children are sent to school regularly. The management impress the parents with the necessity of giving them a good education. All cotton mills are staunch supporters of education; it is a recognized fact that educated employees are the most efficient help, they command a better salary, are more skillful and the quality of work is superior. In many instances employees rise from the ranks to positions of importance and distinction. The Lowe Mills are quick to recognize ambition and such operatives are given every opportunity for advancement. Frequently heads of departments are persons who have worked up from a humble beginning.

The operatives are one hundred per cent American, largely of Anglo-Saxon and Scotch-Irish extraction—the world's master breed. The class of Southern mill help is one of the greatest assets of the textile industry. It is sound at the core and the most dependable to be found anywhere. Many of the employees have been with the mill since it was organized and are contented and happy in these pleasant surroundings.

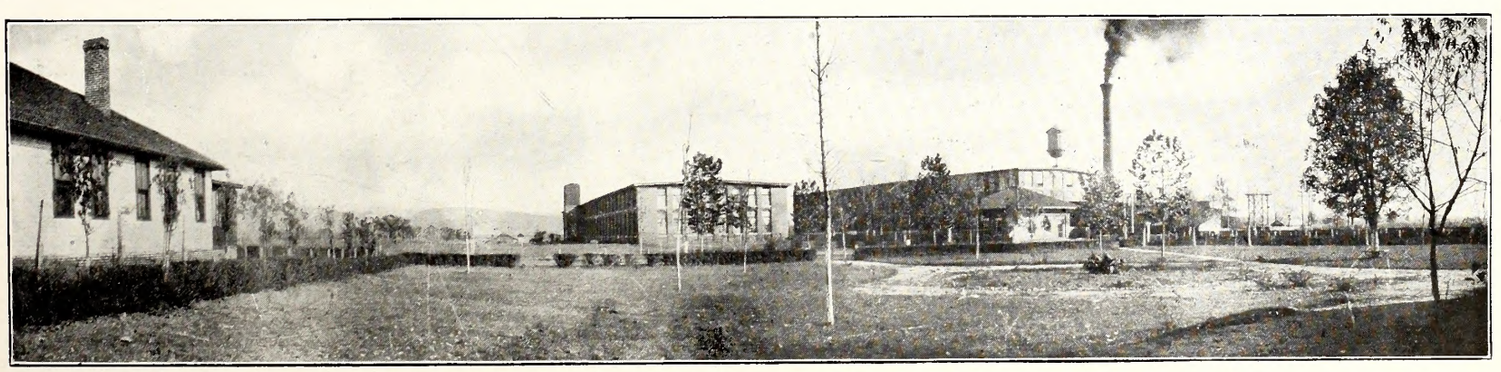
The management believes nothing is too good for their operatives and leave nothing undone that will work for the benefit of the employees. In the way of equipment the very best type is used and new appliances for gaining higher efficiency and a better quality of product are constantly being added to the plant. In the matter of heating, lighting and ventilating the mills have excellent systems. The operatives are bright, intelligent looking people who manifest an interest in their work and are anxious to keep up a high standard of quality. They have caught the spirit of the management and go about their labors neatly dressed. Of course in every mill community there are some who are slovenly and "sloppy" in appearance but such persons are looked upon with disapproval by the majority of the workers and there is an effort on the part of both operatives and management to get rid of such an element. Lowe Manufacturing Company operatives receive excellent wages. As a whole they are industrious, sober and a most desirable class of citizens. A number of them are saving out of their generous earnings, others are investing in business or other securities.

The religious life of the mill people is taken care of by the various churches of West Huntsville. There is also a Y. M. C. A. and a library at West Huntsville which is well patronized by the mill families.

There is a park and playground in the mill village. The latter has numerous sorts of play equipments for amusing the children and making them healthier and stronger for the exercise.

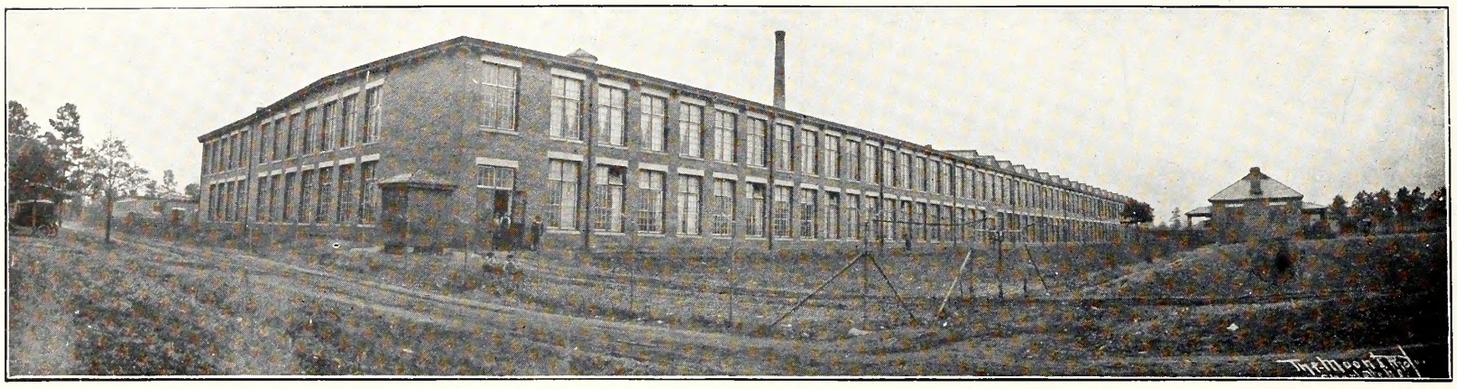
After the facts given above it seems almost superfluous to state that these people take very little interest in strikes and I. W. W.'s. If left to themselves they get along in a most agreeable manner with their employers, being sure of an impartial hearing and just treatment when any problems or disputes arise.

The Lowe Manufacturing Company has been one of the pioneer Southern mills to manufacture high grade colored goods. In spite of the discouragement at the time they began the manufacture of such goods, they have successfully manufactured fancy colored goods and have showed the way to many who doubted the ability of the Southern operatives.



ANOTHER VIEW OF THE LOWE MANUFACTURING COMPANY, HUNTSVILLE, ALA.

Patterson Mills Company



PATTERSON MILLS, ROANOKE RAPIDS, N. C.

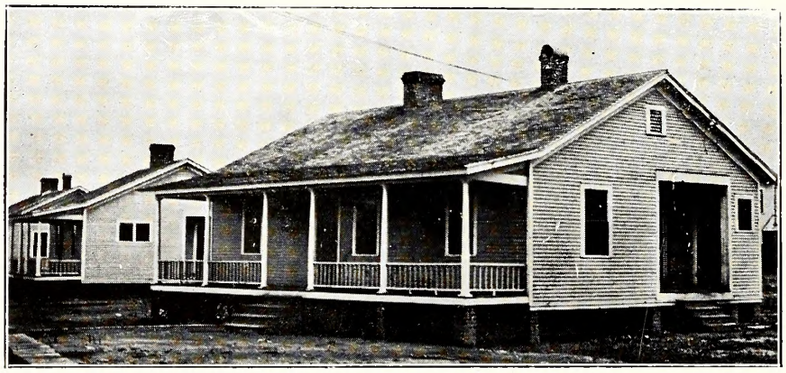
The Patterson Mills were incorporated in 1910 and are located at Rosemary, N. C., which is a part of the splendid textile manufacturing center, Roanoke Rapids, N. C. Seldom is there found such a thriving little town as Roanoke Rapids. The entire town is made up of cotton manufacturing plants that are prosperous and progressive.

Because of this progressiveness and the views held by these manufacturers Roanoke Rapids is pointed out as a notable example of what may be accomplished where employers unite in a common community interest. The manufacturers at Roanoke Rapids long ago realized that the human element in the manufacturing business plays an important part, and that the prosperity of the textile plants especially depends on this factor more than any other for its success. In the mills at Roanoke Rapids there is a definite amount set aside as a legitimate expenditure for the advancement and benefit of the operatives.

The Patterson Mills have done their share of this work and their help has the benefit of the many advantages offered the cotton mill operatives in the matter of education, churches, amusements and many other things that are to be found at Roanoke Rapids.

The executives of the Patterson Mills are men of judgment and business ability. Recently the mills have been remodeled, new machinery installed and the plant made entirely modern. Due consideration has been given to the working conditions. About 550 people are employed in the Patterson Mills and it is easy to see by their pleasant smiles and bright faces that they are working under excellent conditions and are intelligent people. The equipment consists of 30,000 spindles and 998 looms for the manufacture of fancy ginghams and outings.

The village at the Patterson Mills has come in for a large share of improvement too. Streets and sidewalks are in good shape, and shade trees add to the beauty of the place. The management built 176 nice frame cottages of from three to five rooms, as well as a number of two-story houses. These are neatly painted inside and out and are convenient and comfortable. Both the village and the houses are lighted by electricity. Each home has ample space for a garden, as well as a nice large yard in front for grass and flowers. The village has a population of about 1,200 inhabitants.

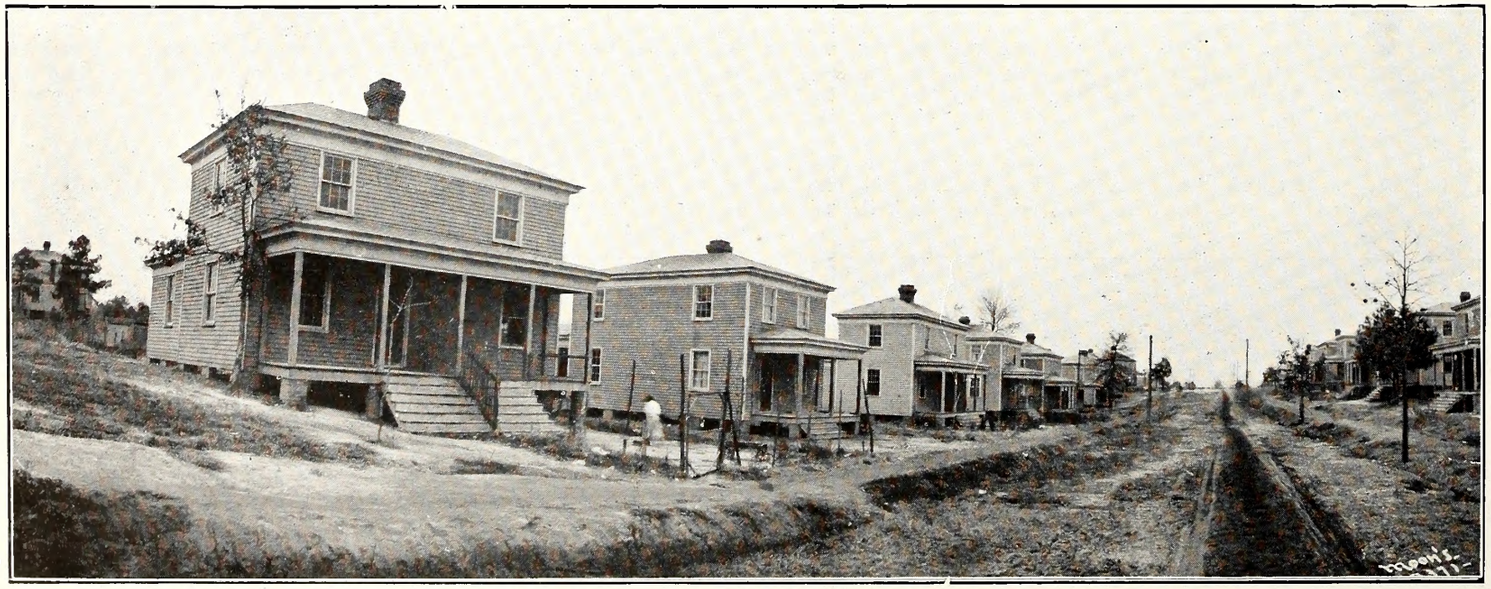


COTTAGES AT PATTERSON MILLS.

The educational facilities at Roanoke Rapids are unexcelled. There are two modern grammar schools and a high school. These schools employ 65 capable teachers. About 300 pupils go to school from the Patterson Mills village and are the equal in their classes of children from any other part of the town. Many of them go straight through high school, finishing with credit.

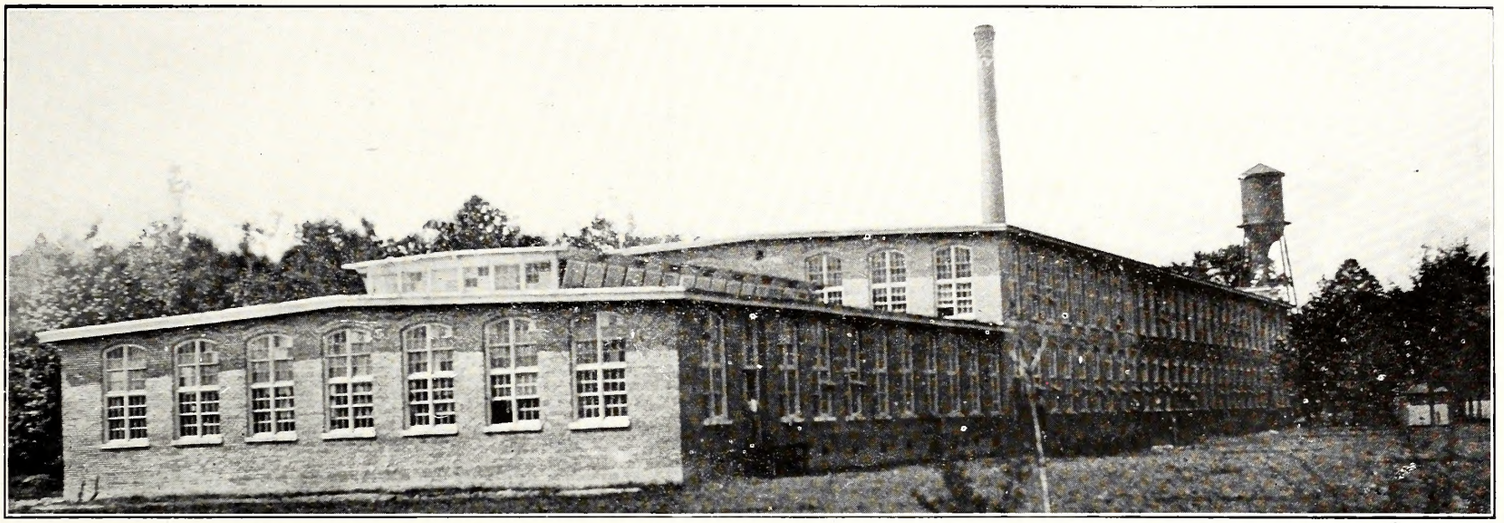
A well equipped play ground at the Patterson Mills is a source of much pleasure and amusement for the children of the village. There are a number of sports such as baseball, foot ball, tennis and basket ball.

A very pleasant friendly atmosphere prevails in the village and there are a number of clubs which have been organized under a trained worker for the various purposes of improvement. One of the most important is the Girls' Canning Clubs which has a most enthusiastic membership. The Boy Scout Troop is another important factor in the life of the youth of the village. There are clubs for sewing, Mothers' Clubs, and similar organizations.



STREET SCENE AT PATTERSON MILLS

Caswell Cotton Mill Company



CASWELL COTTON MILLS, KINSTON, N. C.

Caswell Cotton Mills are one of the many fine industrial plants located at Kinston, North Carolina, and has done much to build up the fine reputation of the town and given employment to a large number of its citizens.

The policy of the Caswell Cotton Mills Company has always stood for all that is progressive and good in the textile business. The mills were founded in 1907 and during the entire life of organization there has has been a constant growth and expansion. The capital stock amounts to $300,000. The officers are: president and treasurer, F. C. Dunn; secretary, W. D. LaRoque; superintendent, Norman B. Hill. They are men of wide experience and fine textile knowledge. Owing to their splendid executive ability and keen business management the mills are in a most prosperous condition.

The buildings are of a modern mill construction, one and two stories, built of brick. Working conditions are most healthful and pleasant. Everything is kept in a most sanitary condition both inside and out of the mills. An abundance of pure artesian water has been piped the mills and the entire village. The equipment consists of 16,224 spindles. A consistent policy of the management is to renew and replace the equipment from time to time as necessary for the most efficient production. The products of the mills are hosiery yarns.

Approximately one hundred and fifty operatives are employed in the mills. They are healthy and contented judging from their appearances and the bright look upon their faces. A sober, industrious lot of workers, many skilled in their line, receiving good wages and perfectly satisfied with the treatment received in the mills and the community. Many of the operatives have been with the company ever since the mills started operations. Most of them came from the surrounding territory, poor and illiterate, but intelligent and apt, of pure blooded American stock, speaking only the English language. In the Southern mills where such people, natives of the soil, are employed, there is no such thing as printing rules and regulations in a half dozen different languages. Employer and employee speak the same tongue. In most cases the Southern employer has been reared in the South and there is an inherent sympathy between the two that unites in the interest and prosperity of the mills. Because of this mutual interest the operatives take a great pride in their work and in the workings of the mills, feeling that they are in a measure responsible for the success of the organization.

The Caswell Cotton Mill Co. claims that nowhere will a finer class of help be found than they employ. There is a well defined line of welfare work carried on for the betterment and uplift of the operatives.

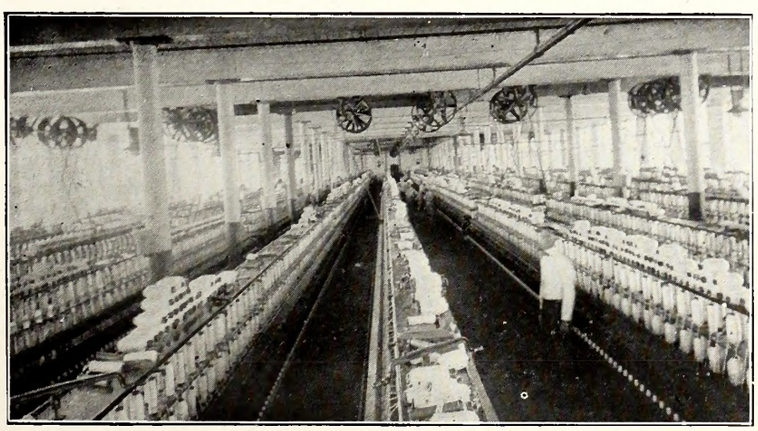
A very attractive location possessing many fine shade trees and other natural advantages. A landscape artist was employed to lay out the village and the cottages built for the use of the employees are not only convenient and comfortable with all modern conveniences, but they are built with an eye for the artistic in design and color of paint used to finish them. Shade trees were planted wherever necessary, a great deal is spent on shrubbery, hedges and flower and vegetable seeds. By carefully grading the streets and sidewalks, keeping the whole village clean and neat, and distributing free seeds, the management has done a great deal to instill civic pride in the mill community. The people keep their homes and premises in a neat sanitary manner. Indeed, the mills and their village have been spoken of by Dr. C. W. Stiles, of the United States Health Department, as "spotless town." This condition has been greatly stimulated by the the offering by the management of substantial prizes for the best kept premises, the best kept homes, the finest gardens, flowers, etc.which has made spirit of enthusiasm among the operatives.

The homes are equipped with screens throughout, thereby eliminating danger of infection from flies and mosquitoes. It is a well known fact that many children die annually from dread colitis which is carried by flies.

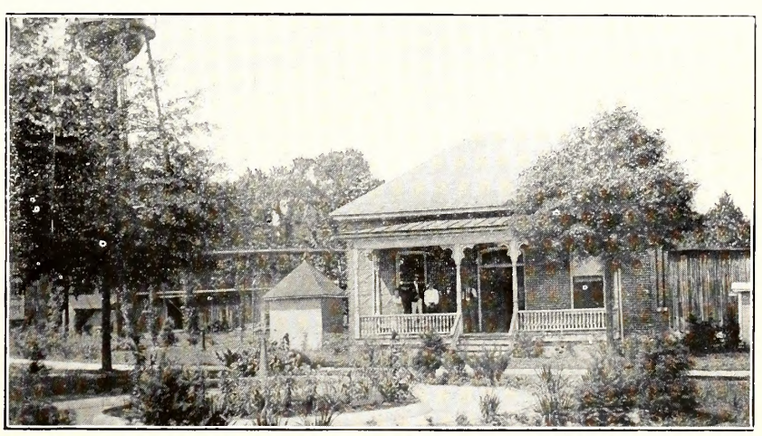
The management has a policy of renting their houses to the operatives for a nominal sum, and requiring the occupant to keep the place in repair. This practice has a tendency to instill in them a respect for property. A goodly number of the operatives have bought homes of their own.

A certain percentage of the help are saving money, but this number is not as large as it should be. The people enjoy their good wages and spend their money rather too freely on clothes, furniture, automobiles, etc. However, the management is endeavoring to help them to overcome this habit.

There has been no necessity for the Caswell mills to build schools, churches, and places of amusement, because the mills are located inside the city limits of Kinston and the people enjoy all the privileges and advantages of the beautiful little city.

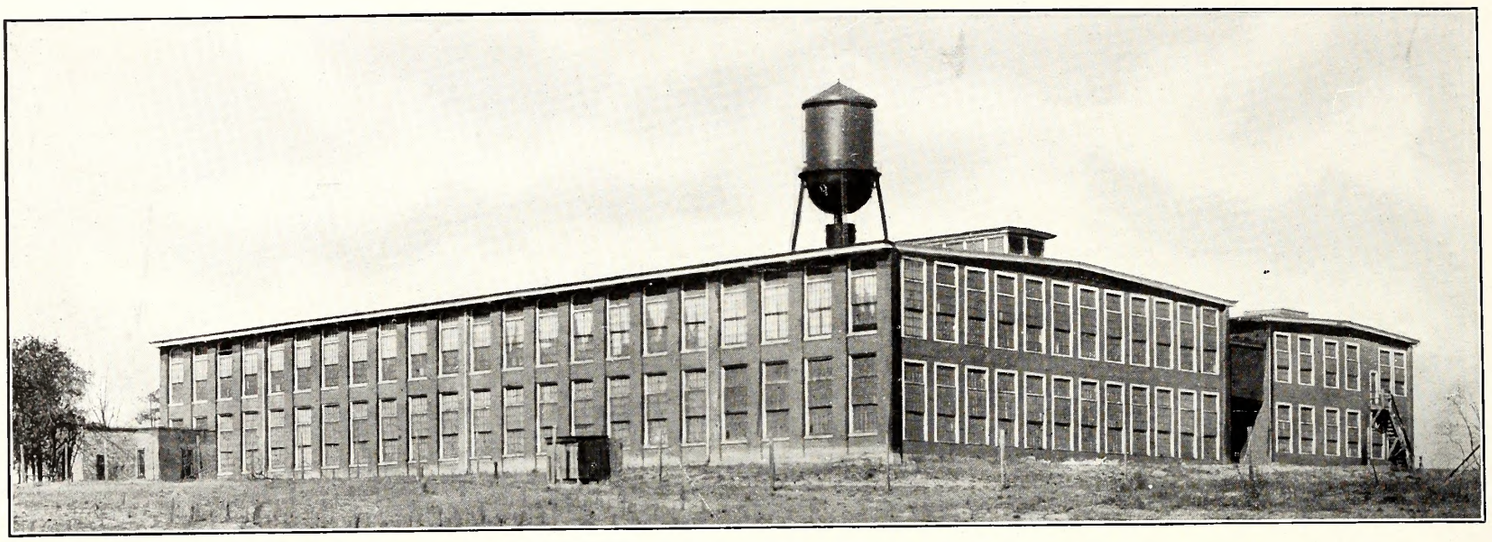


INTERIOR OF CASWELL COTTON MILLS



RESIDENCE AT CASWELL COTTON MILLS

Inverness Mills Company



INVERNESS MILLS, WINSTON-SALEM, N. C.

At Winston-Salem there are a a number of progressive, prosperous textile industries. One of the smaller, though one of the most progressive of these plants in the Inverness Mills Co. Being built in 1911 the mills are on modern construction, two story, of the day light type. Due consideration has been given to the matter ventilation, humidity, etc., and every care and precaution has been taken to safe-guard the health of the operatives.

The present management is doing much in the way of improvements that will work for the good of their operatives both in the mills and in the little mill village. The executives of the company are: Marshall J. Orr, president and treasurer; George W. Orr, secretary; Jno. L. Gilmer, vice president and W. R. Coggins is the capable superintendent. The capital stock of the Inverness Mills Co. is $164,000. The equipment consists of 7,680 spindles and 220 loms. The equipment is modern in every respect, being renewed and replaced as often as deemed necessary. The products of the mills are plain sheetings, 36x86 inches.

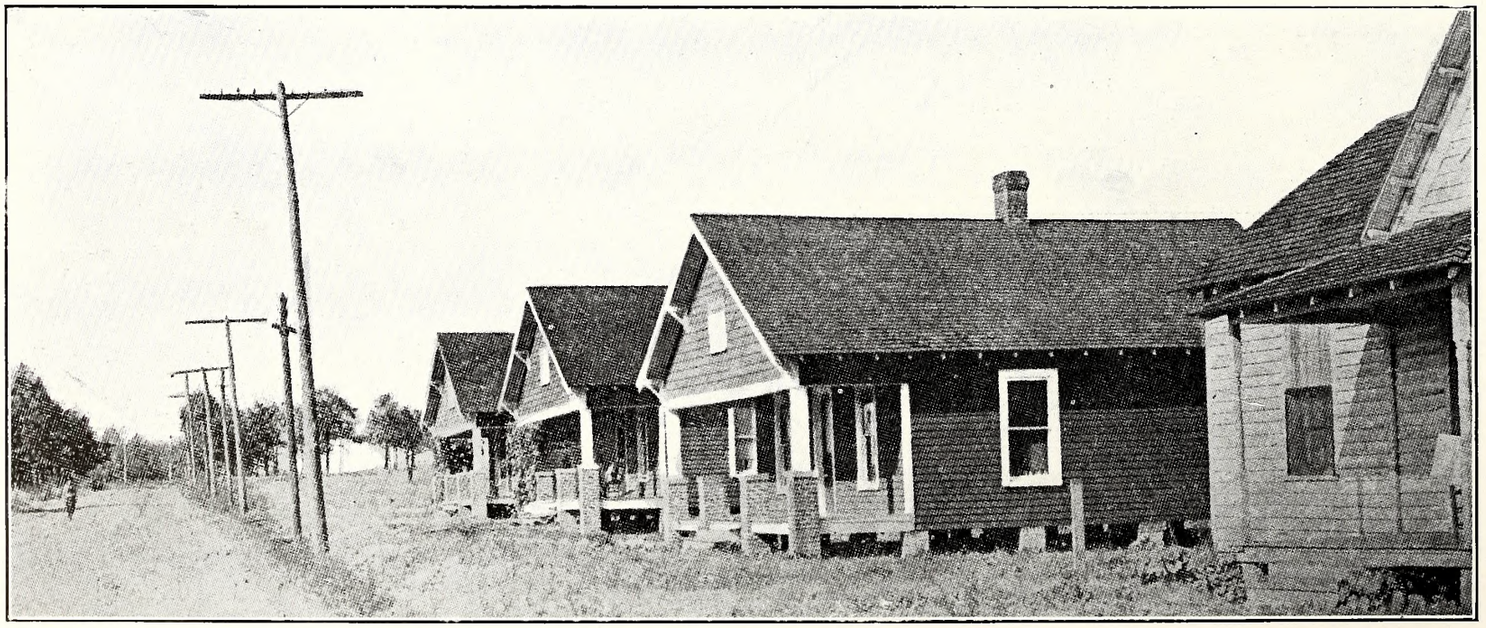
The mills are in a very prosperous condition. The executives are keenly aware of the various factors that go to make up a successful business and by their careful management and exercise of fine judgment and good common sense they are building up a splendid business. They realize that in order to get the best results the human factor in any business comes in for a large amount of consideration. A contented, healthy, interested operative is the most valuable asset because, no matter how good the texture of the cotton used, nor how modern the type of machinery, if the operative is not interestd and anxious to give his best efforts to the the production it will fall far short of the quality desired. It is a well known fact that operatives who are not healthy and do not feel good and who do not work in pleasant environments cannot reach the efficiency of the one who comes from a clean, comfortable home into a clean sanitary mill where due consideration has been given to their comfort. Nor can the workers in an ill kept mill feel the same loyal pride in their work and interest in keeping up a high standard of quality as those who receive more consideration.

At Inverness Mills the Company has planned a little village containing fifty or more houses. These houses vary in design and number of rooms but the aid of the company was to make them all comfortable and convenient in arrangement and attractive in appearance. The streets are well kept; shade trees have been planted and an interest in civic price is encouraged by the management by the offering of substantial prizes for the best kept premises, the prettiest lawns, flowers and gardens.

There are 140 operatives employed in the Inverness Mills and the village has a population of about 500 inhabitants. A number of the operatives own their homes. The management encourage this investing in property for it helps the operative save out of their generous wages, and it means that he will take more interest in his surroundings.

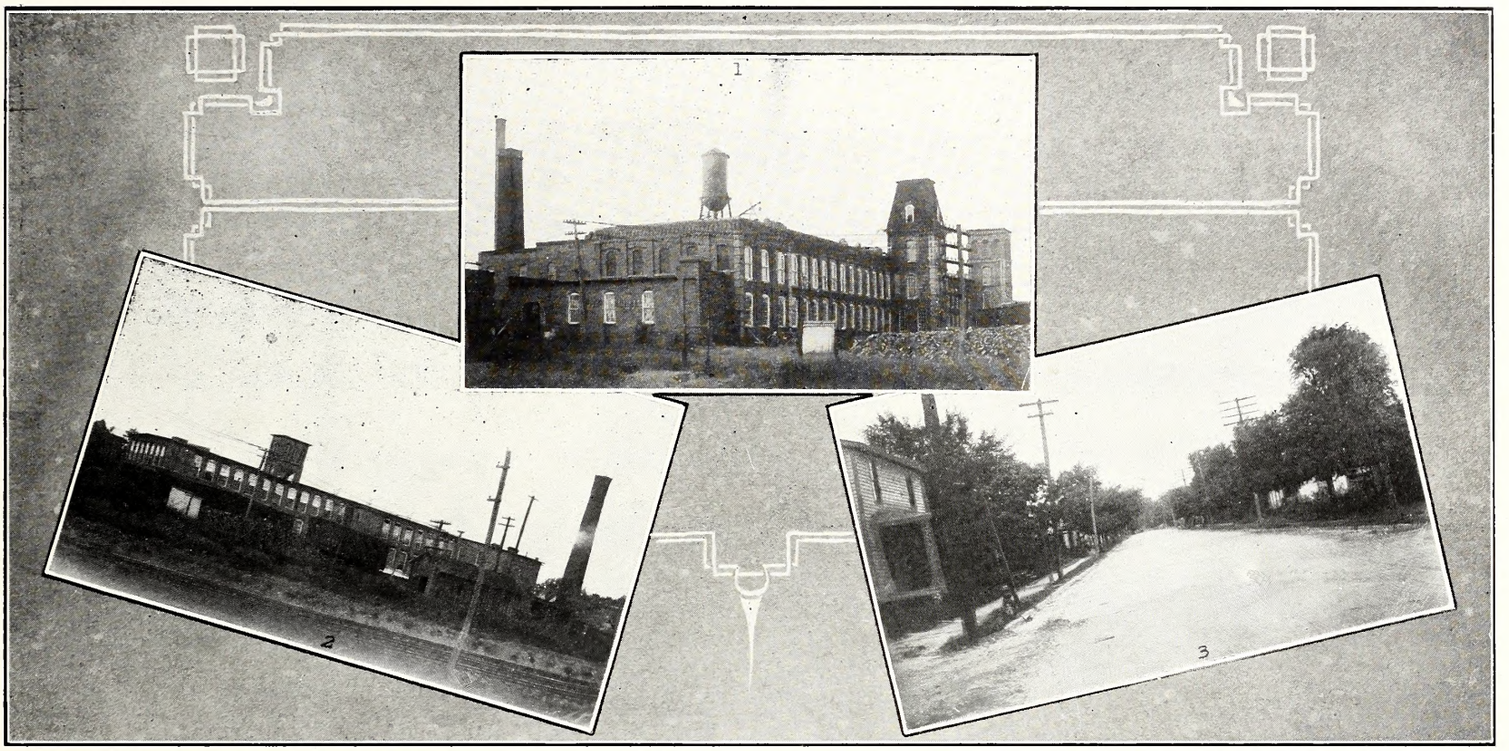
There are only about 30 children of school age in the community, and while there is only this small number the mills have built a good comfortable school building with lots of windows that admit plenty of fresh air and light. This school is really only a primary school as the older children go to the Winston-Salem public schools. The salary of the teacher employed for the village school is paid by the mills.

Needless to state, there is no labor troubles at these mills. Many of the operatives have been with the company since the mills started. One woman operative has been running the same set of frames since the mill was built.



VILLAGE OF INVERNESS MILLS, WINSTON-SALEM, N. C.

Wenonah Cotton Mill Company



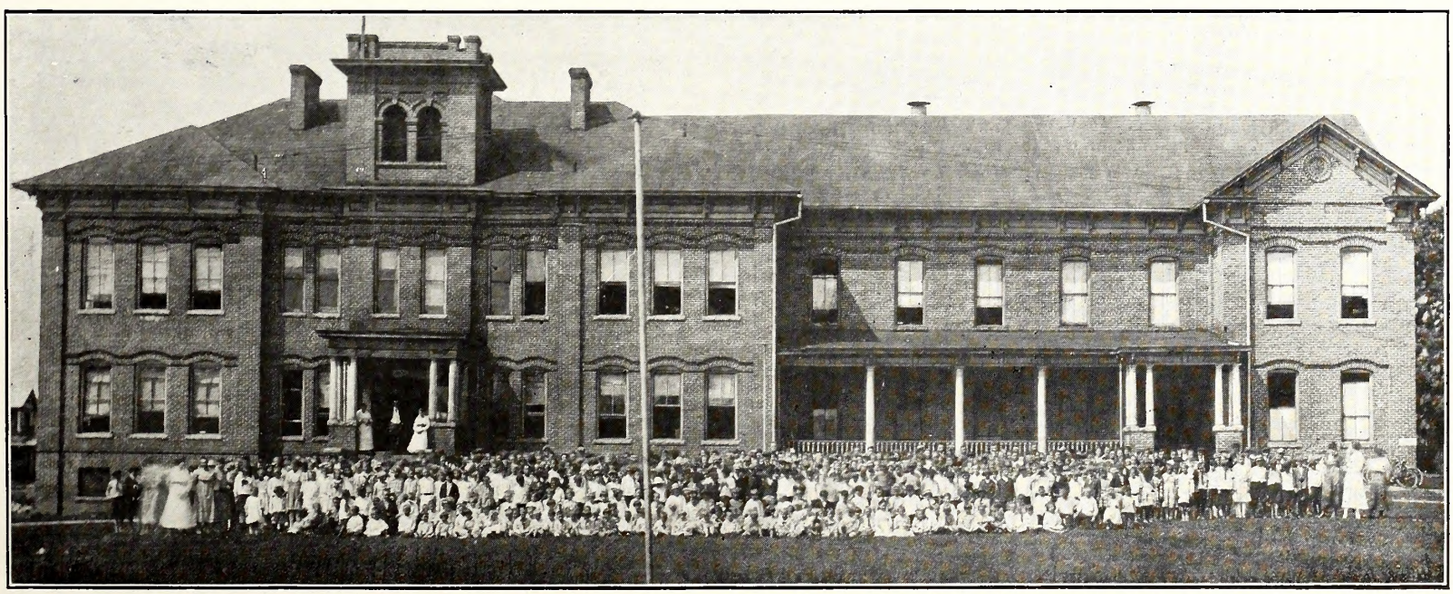
(1) WENNONAH COTTON MILL NO. 1; (2) WENNONAH COTTON MILL NO. 2; (3) STREET AT WENNONAH COTTON MILL.

W. E. Holt, Jr., is president of the Wennonah Cotton Mills at Lexington, N. C., and his record is no exception to the rule that the Holt family are successful cotton manufacturers. He gives the mills his personal attention, and, being a son of a family that has always known cotton mills, he knows the business thoroughly and under his management the Wennonah Mills have met with the same splendid prosperity that marked the progress of the industry when his father, who founded the mills, was in control.

The management is up-to-date and wide-awake, and if you will talk with their 250 operatives you will find that the majority of them have been with the company for years and are well contented with their condition. They receive good wages and fair treatment from the hands of their employers. The management knows them all personally and their families as well. They are intensely interested in helping these people to a better plane of living, and do all they can to encourage them to educate their children and give them better advantages than their parents had. Mr. Holt's associates are men who are thoroughly in sympathy with his views, and see to it that the health and comfort of their operatives is looked after very carefully in the mills. The mills were established in 1883 but there have been additions to equipment as well as the installation of devices for ventilating, lighting, humidifying. The mills are kept clean and sanitary, both inside and out. The operatives themselves feel a pride in the mills, and here, as in most cotton mills of the present day, there is an increased tendency on the part of the workers to keep themselves neat and clean.

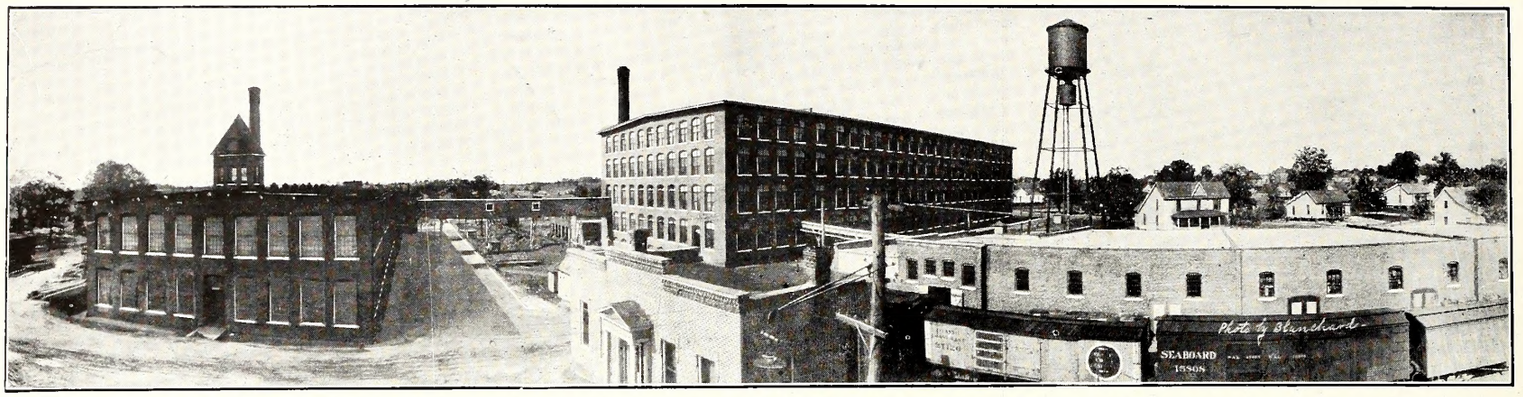
The mill village consists of about 100 neat cottages which have just been worked over and made more comfortable. Some 25 of the operatives have homes of their own, 10 per cent or more are saving money, others are making investments. Being inside the city limits of Lexington, the mill village is a part of the town and comes in for its share of city improvements. Note the neat streets in the village. There is a great deal of civic pride manifested by the mill families and they see to it that their village is kept neat and attractive and a high standard of morality is maintained.

The officers of the Wennonah Cotton Mills are: W. E. Holt, president and general manager; H. Lee Maulsby, vice-president; J. V. Moffitt, secretary and treasurer; A. L. Pickard, superintendent. The capital stock is $100,000. The equipment consists of 12,240 spindles and 378 looms. Chambray, shirting and ticking of a superior quality is made.



SCHOOL THAT CHILDREN OF WENNONAH COTTON MILL ATTEND.

Greenwood Cotton Mill



GREENWOOD COTTON MILLS, GREENWOOD, S. C.

J. C. Self, the president of the Greenwood Cotton Mills, is rated as one of the most progressive and successful business men of South Carolina and under his management these mills have been unusually prosperous.

He has been assisted in the management of these mills by Geo. E. Watson, secretary, and J. B. Harris, as manager and superintendent. Both of them have had long experience and are considered as capable and efficient.

The capital stock is $722,600.00, the buildings are built of brick, and have been remodeled and modernized as to construction, until they are among the best. They have numerous windows for lighting and ventilating, and are also fitted with the most improved systems for the ventilation, heating and humidifying and purifying. The machinery is being constantly renewed and kept up to date, the equipment consists of 56,496 spindles and 1,284 looms. Wide print cloths are manufactured, the quality is second to none and the output is popular with the trade. The machinery is driven by steam, 1,000 persons are employed, healthy and hearty in appearance, and their bright faces give evidence of the fact that they are working under pleasing and comfortable conditions.

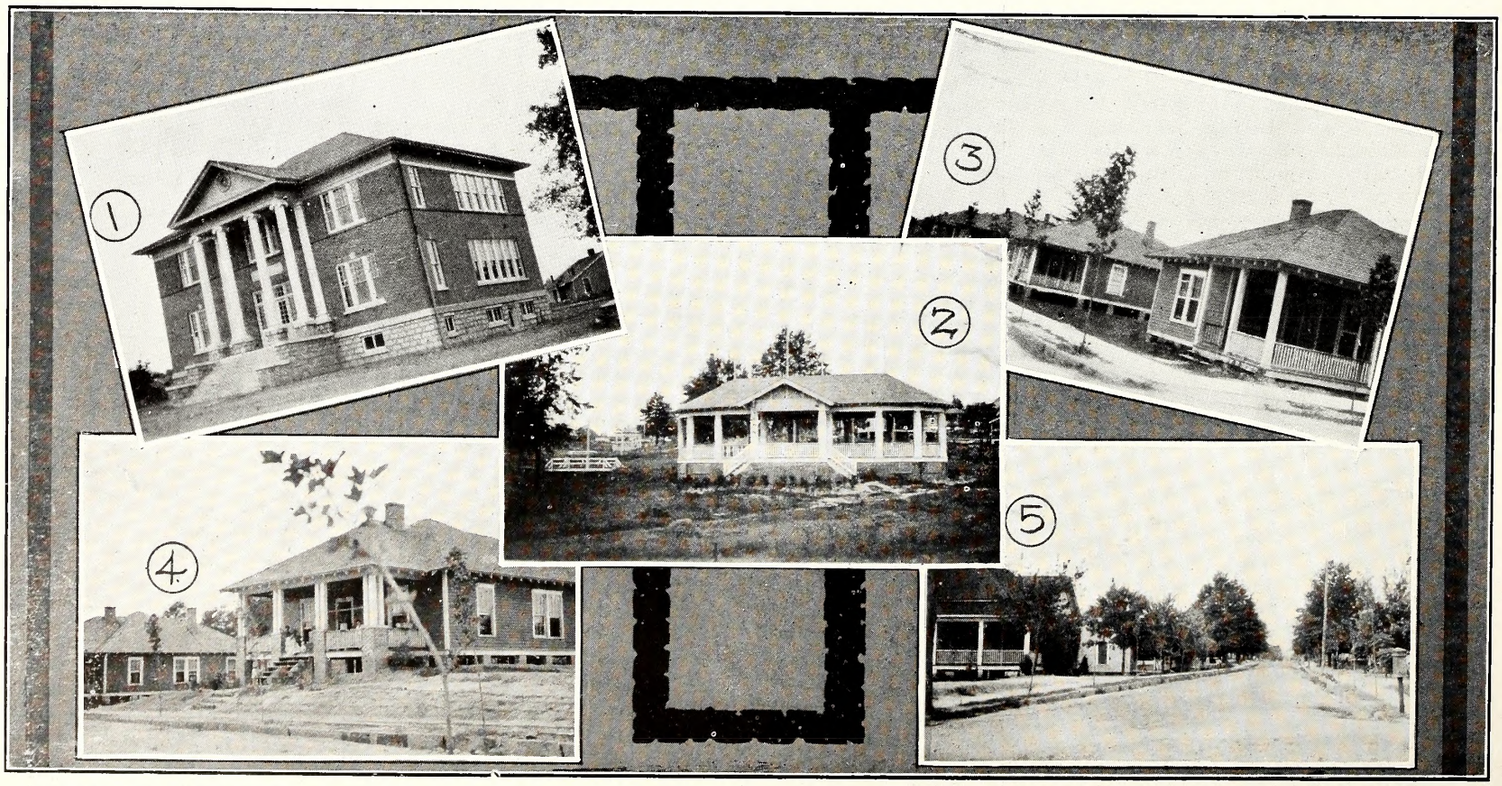
About 2,000 persons live in the Greenwood Mill village. The village is well planned and laid out, the cottages are very pretty, many of them are of the bungalow type, well built, neatly painted, and kept in good repair, with all city conveniences such as waterworks, sewerage and electric lights.

Welfare work is carried on under the direction of a retained worker and a vast improvement has been made in the village and its inhabitants. Numerous clubs have been organized among the women of the community, such as sewing clubs, mothers' clubs and clubs for improving the social life in the village, as well as clubs for village improvement. The people take a great deal of pride in their village and see to it that the homes, as well as the streets, are kept neatly, many flowers add to the pleasing appearance. Each cottage has its garden plot for raising of various sorts of vegetables, this work is encouraged and much interest has been manifested by the mill families.

Both mill and village are within the corporate limits of the city of Greenwood and the children are entitled to attend the public schools, but the mills have built a splendid school building at a cost of $8,000. in the mill village. The lower part of the building is equiped with the most approved school apparatus, including a room with all modern devices for instruction in domestic science. This domestic science course is open to the girls and women of the village and has been of much benefit to the families. Besides the school rooms, the upper story contains a large auditorium with a stage, lighting facilities, nice comfortable seats, etc., which is used for a community hall. All kinds of public meetings, entertainments, and social affairs are held here. The school law is compulsory and there about 120 pupils in regular attendance.

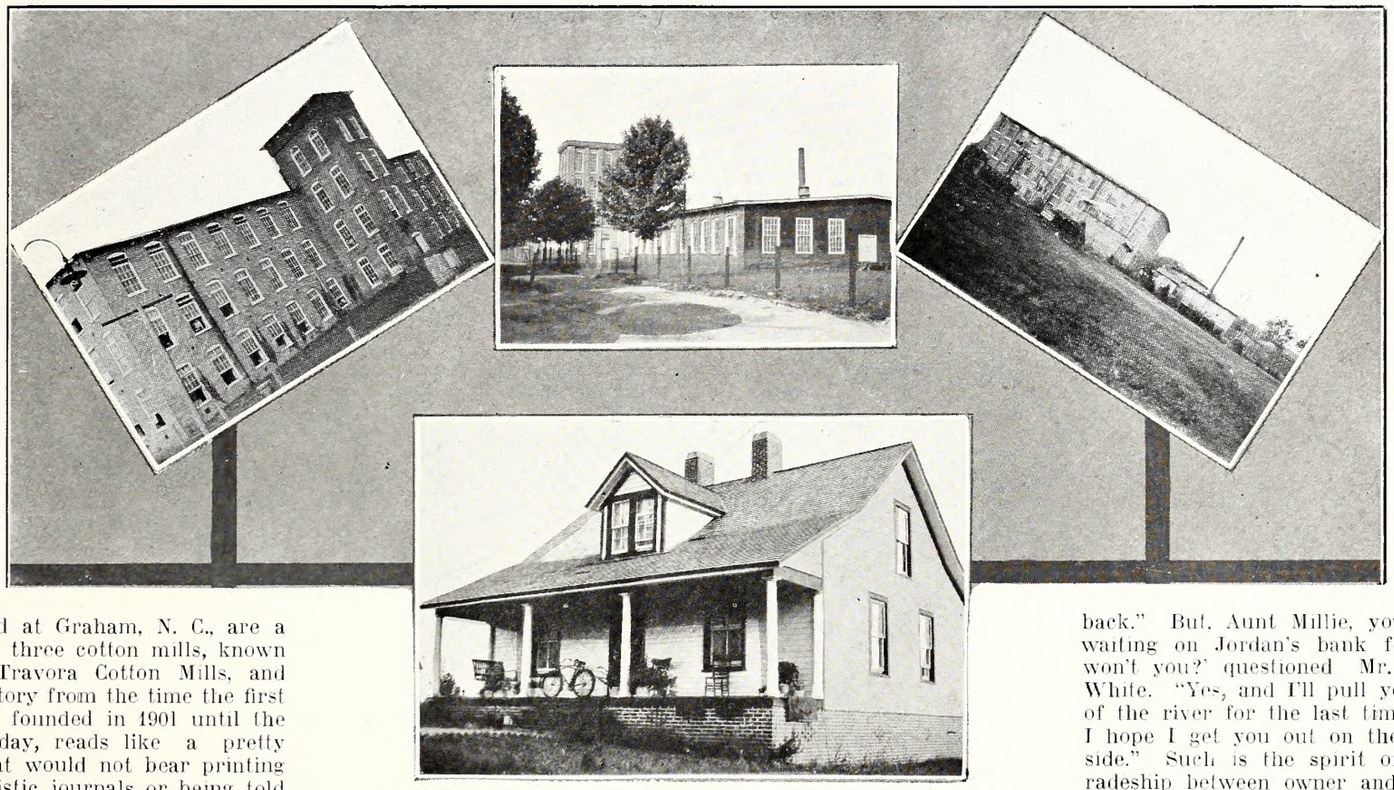
The management keeps a trained nurse employed to look after the healthof the community. He influence has caused great improvement in the living conditions. She has the hearty endorsement of the mills in her work and the result is that both mills and village are always clean and neat.

The city of Greenwood has paved streets and is filled with beautiful homes. It is noted for its many handsome churches.



(1) SCHOOL BUILT BY GREENWOOD COTTON MILL, GREENWOOD, S. C.; (2) PAVILION AND SKATING RINK; (3), (4) AND (5) OPERATIVES HOUSES.

Travora Manufacturing Company



TRAVORA MILL, HAW RIVER MILL, FINISHING MILL AND MILL COTTAGE.

Located at Graham, N. C., are a group of three cotton mills, known as the Travora Cotton Mills, and their history from the time the first mill was founded in 1901 until the present day, reads like a pretty story that would not bear printing in socialistic journals or being told by I. W. W. representatives. Indeed representatives of so-called labor organizations seldom appear in the vicinity of the mills. When they do the atmosphere is so chilly they do not tarry long.

The true story of these mills is as follows: The first mill was opened in Graham in the spring of 1902 as a waste factory. A few years later the second mill was opened near the first. In 1912 the Trollinwood Mill was bought. This mill is located about three miles from Graham. In 1914 the new machinery for carding and spinning was put in at the main mill. The officers of the mills are J. Harvey White, president; M. W. Carlton, vice-president; W. E. White, secretary and treasurer; S. S. Holt, superintendent.

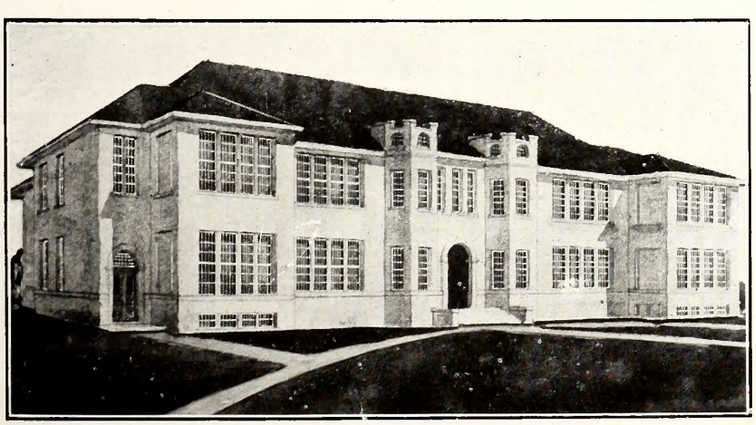
The spirit between the owners and the operatives is almost ideal. Many of the workmen have grown up in Graham with the mill owners. They were and are still "boys together." They went to the same public schools, the same churches and enjoyed much the same community life. As they grew into manhood some went into the offices and the others into the operating rooms. This democratic spirit is fostered and encouraged by both of the Whites and the same policy is carried out by Mr. Holt, the efficient superintendent of all three mills. Mr. Holt grew up with the others, starting in a cotton mill as a doffer boy, but through his ambitious energy he has risen to his present position of authority and responsibility.

Any noon hour, between twelve and one, a group of men may be seen sitting around on the office porch discussing topics of common interest ranging from the next fishing or hunting trip and affairs of local interest to current events of the outside world. In this group will be found one or both of the White brothers, or perhaps there is the superintendent, or other members of the office force. There is no class, caste or distinction here.

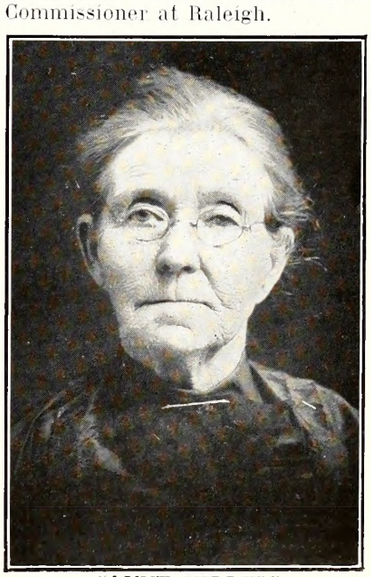
To further illustrate the big family atmosphere of the mills, I want to tell you of the old lady, "Aunt Millie," as she is affectionately known, whose picture appears in connection with this article. Her real name is Miss Mildred Elizabeth Woods. She was born in 1843 and began work in the Orange Cotton Mill at the age of 12. From then until now she has only been off the pay roll for a few consecutive months. In 1871, when Mr. Edwin Holt, grandfather of the Messrs. White, bought the Saxapahaw Mill, she was employed there. Later she worked under Capt. White, the father of her present employers at the same mill. She knew "Harvey" and "Will" as little boys, helped look after them, and, as she says, "Pulled them out of Haw river many a time." She came to Travora in 1903 and has been here ever since. In later years she does just anything that pleases her. She has $300 in Liberty Bonds, $237 in the bank, $25 at home and $10 in her pocket," she proudly says.

She said she was "goin' on a long journey soon and I ain't a-comin' back." But, Aunt Millie, you'll be waiting on Jordan's bank for us, won't you?' questioned Mr. Will White. "Yes, and I'll pull you out of the river for the last time, and I hope I get you out on the right side." Such is the spirit of comradeship between owner and operator at the Travora Mills.

Welfare work is carried on in the mill communities by a trained worker engaged by the mills. A splendid community house containing a large general club room, a well equipped domestic science room, and the office of the welfare worker has been built at Graham. There a number of clubs that have been organized for the benefit of the operatives and their families. These clubs are doing a good work in helping to raise the people to a higher standard of living. A number of clubs and classes have been organized at Trollingwood by the same welfare worker. In both communities there is a circulating library secured from the State Library Commissioner at Raleigh.

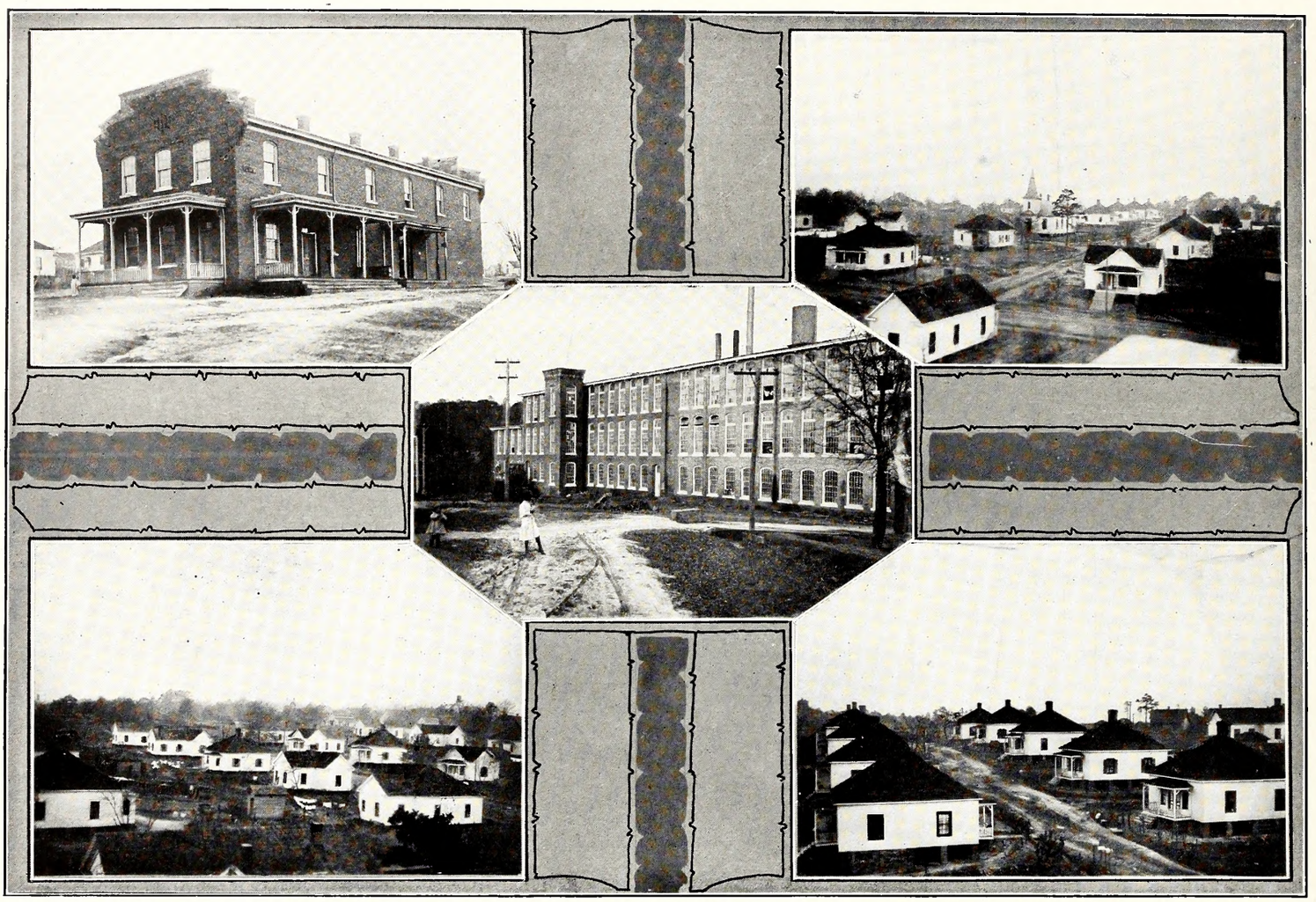


SCHOOL USED BY MILL PUPILS AT GRAHAM.



"AUNT MILLIE."

Royall Cotton Mills



VIEW OF ROYAL MILLS, WAKE FOREST, N. C., SHOWING MILL BUILDING, STORE, OFFICE AND VILLAGE SCENES.

The Royall Cotton Mills are located at Wake Forest, N. C. They were founded in 1899 by local capitalists. They have a capital stock of $222,000.00.

The late Mr. W. C. Powell was president of the company from the time of its organization.A man of fine intellect, keen business judgment coupled with a kindly interest in his follow man, Mr. Powell was held in very high esteem by both his associates and his operatives. A broad, democratic policy has been in operation at the Royall Cotton Mills since they were organized. A hearty co-operation on the part of the management has made the mills very successful.

The present officers of the company are R. E. Royall, active vice-president and treasurer, as well as manager; W. L. Royall, secretary; George H. Greason, superintendent. These gentlemen have served in the same capacity since the mills were organized and through their untiring efforts the mills have enjoyed a continuous growth and prosperity.

The mill building is of brick, three story, daylight type. The equipment consists of 16,000 spindles and 486 looms which are driven by hydro-electric power. The products are lace curtain yarns, 20-2 ply tubes.

Approximately 275 employees are employed in the Royall Cotton Mills. Many of them have been with the mills since they first started. Most of them come from the surrounding country. They are perfectly satisfied with the treatment they receive in the mills. The working conditions are excellent. Every care is taken to safeguard the health of the operative and all devices that make for skilled efficiency have been employed.

The mill village has been carefully planned and laid out. There are 85 pretty, convenient cottages which have been built for the operatives. The village is kept in a very sanitary condition. Septic tanks have been installed and electirc lights are furnished. The village has a population of 650 inhabitants. There is a kindly feeling of goodfellowship existing among the inhabitants. They are always ready to help each other but a very high standard of morality is maintained in the village and ne'er-do-wells and their kind are not tolerated in the community.

The management has provided a splendid school building in the village. This building was erected jointly by the mills and county funds and the salaries of the four teachers are paid for in a like manner. About 98 children go to school regularly. After finishing in this mill school the children may go on into the higher grades at Wake Forest as the mills are less than a mile from the little city. The children from the mill village are just the same sort as are found in any school.

A pretty church, comfortable and convenient, has been built by the mill. This building is for the use of any denomination. However, the Baptist predominate. They have a fine Sunday School with 250 members. They have welfare committees and are very active in doing good things for the community. Cotton mill operatives as a rule are of a very devout turn of mind and at the Royall Mills a number of them are very active in affairs of the church.

A nice library furnishes a place for reading and study and is very well patronized.

A very attractive feature of the community is a well equipped play ground for the little ones. Here they have splendid opportunity for out door exercise and to grow up robust and strong.

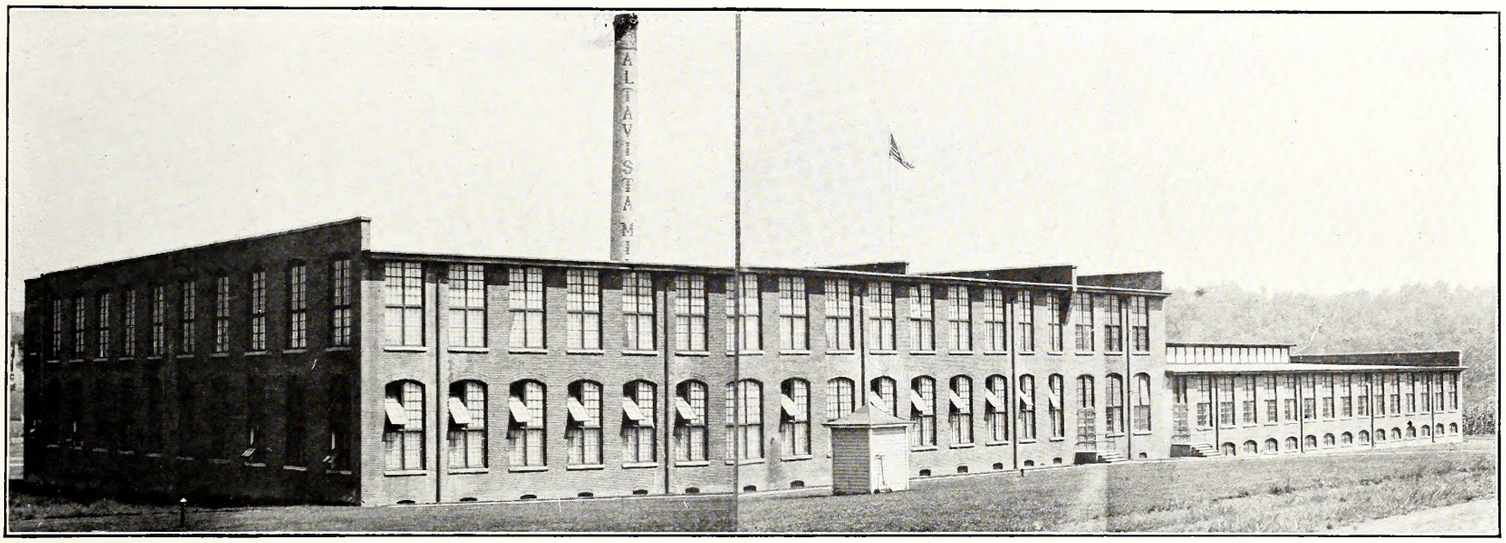
A park has also been made for the pleasure of the older people. A splendid brass band of twenty-eight pieces, composed of cotton mill operatives is a source of much pleasure to the community. No entertainment nor festivity is considered complete without the appearance of the band. There is a splendid baseball park and the best team in the county, they having won two thirds of the games they have played this season.

Mr. Greason, the popular superintendent of the Royal Mills, is a well versed textile man of many years experience. He is modest and unassuming but thoroughly wide awake and on the job, and greatly admired and respected by his operatives. The latter are well aware of his interest in their welfare and give him their loyal support both in the mills and in the community.

The mill conducts an up-to-date community store for the convenience of their operatives. This statement is literally true in every sense of the word for while the people may easily go into Wake Forest for their merchandise and supplies they prefer to trade at the community store where they know they are getting the very lowest prices and the most honest deal.

Seldom do any of the families leave the mill village; indeed it is a very rare thing for them to do so. This, in itself, is positive evidence that the people are well treated and well satisfied with the wages they receive.

Altavista Cotton Mills



THE ALTAVISTA COTTON MIILS, ALTAVISTA, VA.

The Altavista Cotton Mills, Inc. are located in the little town of Altavista, Va., where they find splendid shipping facilities, a most healthful climate and a very pleasant environment for such an industry as a modern cotton mill.

Incorporated in 1910 there has been no change in management since that time. The executives are R. L. Cumnock, president and treasurer; F. W. Easton, vice president; C. N. Cumnock, secretary and John Cumnock, superintendent. The business is under the direct supervision and management of Mr. R. L. Cumnock and the fact that they have doubled their equipment in the last five years is proof positive of the ability and efficiency of that gentleman. His executives are men of many fine business qualifications, untiring in their efforts to co-operate with Mr. Cumnock in making the mills such a splendid success. The capital stock represents $750,000.00

The mill buildings are of brick, slow burning construction. Numerous windows insure plenty of light and ventilation. Humidity, even temperature, keeping down the particles of lint and all sanitary precautions are employed to make the mills a pleasant, healthful place to work. On hot summer days and bitter cold winter ones it is indeed a pleasure to go into the bright, clean factory with the comfortable temperature and soft light. Lighting is another factor in the mills that has been given careful attention. So much depends on just the right lighting facilities both in the work in the mill and to prevent eyestrain.

In the matter of equipment there is none better. Every bit of it is thoroughly modern and best adapted for the manufacture of the mill products. There are 26,208 spindles and 604 looms. The products of the mills are cotton and silk novelties of a very fine quality.

Three hundred and fifty operatives are employed in the Altavista Mills. These operatives consider themselves very fortunate to find work of such a desirable nature for the work is most interesting and the workmen require skill and intelligence. The management has been very careful in the selection of thir employees and the result is a body of high class citizens who are equally anxious to maintain a high moral standard in the mills and the mill village.

Mr. R. L. Cumnock has manifested such a genuinely human interest in the welfare of his operatives that it is impossible for them to fail to recognize the fact, and, as a result, of this interest he has won the complete respect and confidence of his people. They appreciate his friendship, even down to the little children of the village with whom he is on the very best of terms. This friendship has been the means of making the workers very loyal to the interests of the mills and they feel that they are responsible for the success of the mills.

The Altavista Mill Company has spent much time and labor in the planning and building of their beautiful mill village. Streets and sidewarlks have been laid out and improved, shade trees planted along the streets and 75 pretty cottages of the bungalow type have been well built. Convenient and comfortable, these cottages vary as to the color in which they are painted and the number of rooms. The village is lighted throughout with electricity. With each cottage there goes a nice plot of ground for growing vegetables, fruits and flowers. The management encourages the cultivation of gardens and tries to make the people understand how much better their own fresh vegetables are than the ones they can buy. Many flowers are raised too, in the village. The company has stimulated interest in such things by offering substantial prizes for the finest gardens and flowers.

A trained worker is employed in the community by the mills to assist the people and instruct them in laws of hygiene, the care of their children and general betterment of living conditions in the home. Her knowledge and services have been the means of a great improvement and have brought excellent results.

Since the Altavista Mills are located within the confines of the town the company has not found it necessary to build special schools for the children of the mill village. The city schools have a very high curriculicum and the children from the mill village, about 416 in number, attend regularly. They are just like the general run of children in any town, just as bright or just as dull, just as full of mischief and fun as children from any other section of the town and just as apt to lead their classes and conduct themselves in a commendable manner as these other children.

It is not an unusual thing for children from the mill village to finish high school in a creditable manner and go into other occupations. Frequently after finishing school they come back to work in the mills with their parents and if they are ambitious to rise the management sees that they are encouraged and given every oportunity for advancement.

Sports and athletics are encouraged in the community. Of especial interest is the fine baseball team.

Music, it is said, is a specialty among the mill operatives. They have their musical organizations, brass bands, choruses and orchestras in which they take a great pride and from which they derive much pleasure.

There is no class of industries in the South that is doing more for its people than the cotton mills. The mill operatives as a whole are not discontented, and if left to themselves they would be able to settle all problems that arise in the mills in an amicable manner. They realize that the managers are always ready to discuss matters with them and are glad to adjust any differences or disputes in a peaceable way. More and more in the big cotton mills are the managers inclined to put their employees on a self-governing basis and to allow them a voice in affairs pertaining to the interest of both employer and employee. And it is only when a disturbing element from the outside comes in to a mill community that trouble arises.

Mr. Cumnock believes in education for the masses and he wants his people to urge their children to go to school so that they may have a chance to grow up into a higher class of citizens.

There are five denominations represented in the churches in the vicinity of the mill village, so it is no trouble for the operative to find a place to worship according to his own ideas. Mill people as a rule are of a very devout nature and take much interest in church work. The people of Altavista Mills feel no embarrassment in attending the town churches and mixing and mingling with the other members. Most of the children are sent to Sunday School and trained up in the way they should go.

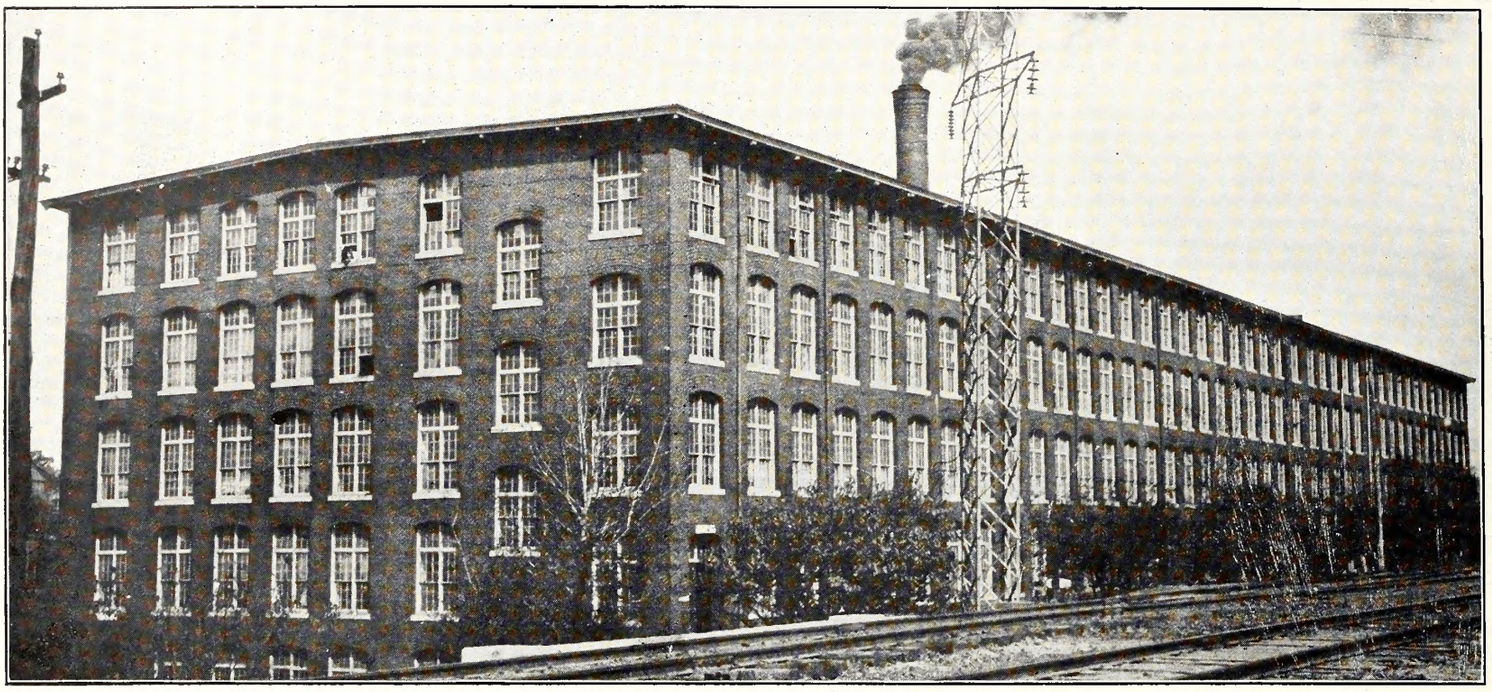
The health of the community is really quite good. A trained nurse is employed to look after the health of the community. There is a free dispensary where the mill families may obtain free treatment and medicine. Because of this watchfulness, epidemics and fevers are unknown.

Some of the operatives have been with the company since it first started; others who have come as the mill has been enlarged are equally as contented. As a whole they are an industrious, intelligent class of citizens that any community might be glad to have in its midst. Several of them own their homes, others are putting money in the savings bank and still others have made various investments.

One novel feature of the village is a co-operative store owned by the employees and operated by them. At this store they can buy their supplies much cheaper than in the stores in town.

Because of the harmonious atmosphere of the mills and village there is not much changing going on. Most of them are perfectly satisfied to stay where they are.

American Spinning Company



THE AMERICAN SPINNING COMPANY, GREENVILLE, S. C.

One of the splendid textile manufacturing plants of Greenville, S. C., is the American Spinning Company. Greenville is a cotton mill center of wide renown but none of its factories take more interest in the health and welfare of their help than does the American Spinning Company.

The organization was founded in 1895 by J. H. Morgan and he is still president of the company. The other officers are Clinton J. Morgan, vice-president; W. B. Boyd, secretary; Jas. H. Morgan, Jr., treasurer. They are a splendid group of men of fine business ability, wide awake and progressive and with a keen interest in their operatives.

The buildings are of modern mill construction and each mill is run independent of the other, though under the same management. The equipment is of the most improved type, consisting of 53,760 spindles and 1,104 looms. There are, approximately, 500 operatives employed, intelligent and many expert. The superintendent has been with the mills 25 years and some of the operatives who have risen from the ranks to overseers, as long as 26 years.

The products of these mills are sheeting, print cloths and ply yarns. Because of the interest displayed by both superintendent and operatives, and the pride manifested in their work, the goods manufactured is of the highest type and it naturally follows that such quality commands top notch prices in the markets.

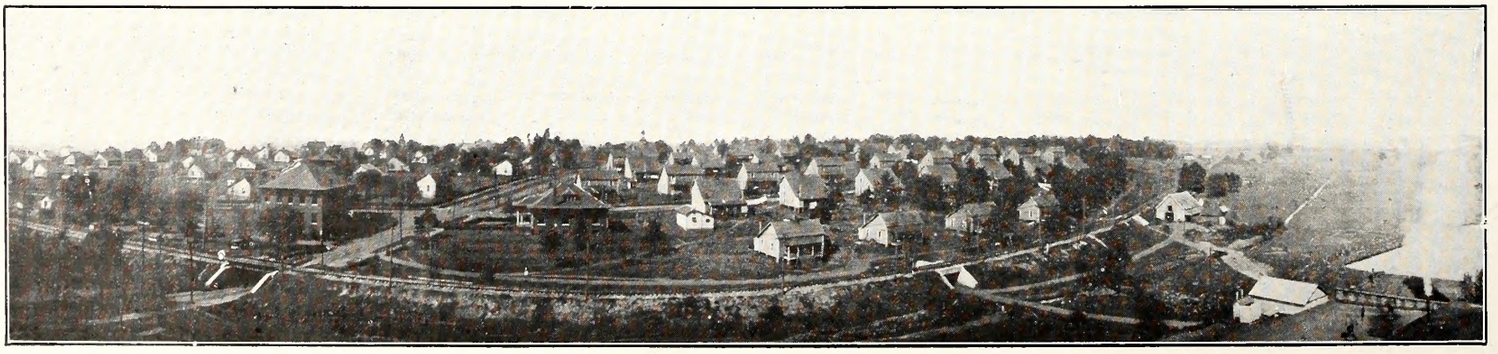
In the mills as well as the village the health and happiness of the operatives and their families have been given the greatest consideration. The mills are kept spotlessly clean, sanitary and comfortable. The village is most attractive; laid out on a well drained elevation, with paved streets and sidewalks, shade trees and shrubbery. The houses are well arranged, nicely painted cottages, equipped with all modern city conveniences, such as electric lights, running water, baths, sewerage, etc. There are 225 cottages in all.

There are two nice churches, Baptist and Methodist, which have been built by the Mill Company. These have a good membership and a fine Sunday school each. The cotton mill operative, as a rule, is devoutly interested in all religious work.

Education is encouraged and fostered by the American Spinning Company. They have built a splendid school house where about 375 children are in attendance. Seven teachers are employed and the curriculum is of a high standard. The management realize the value of giving the next generation and urge the parents to have their children take advantage of the opportunities of which they themselves were deprived.

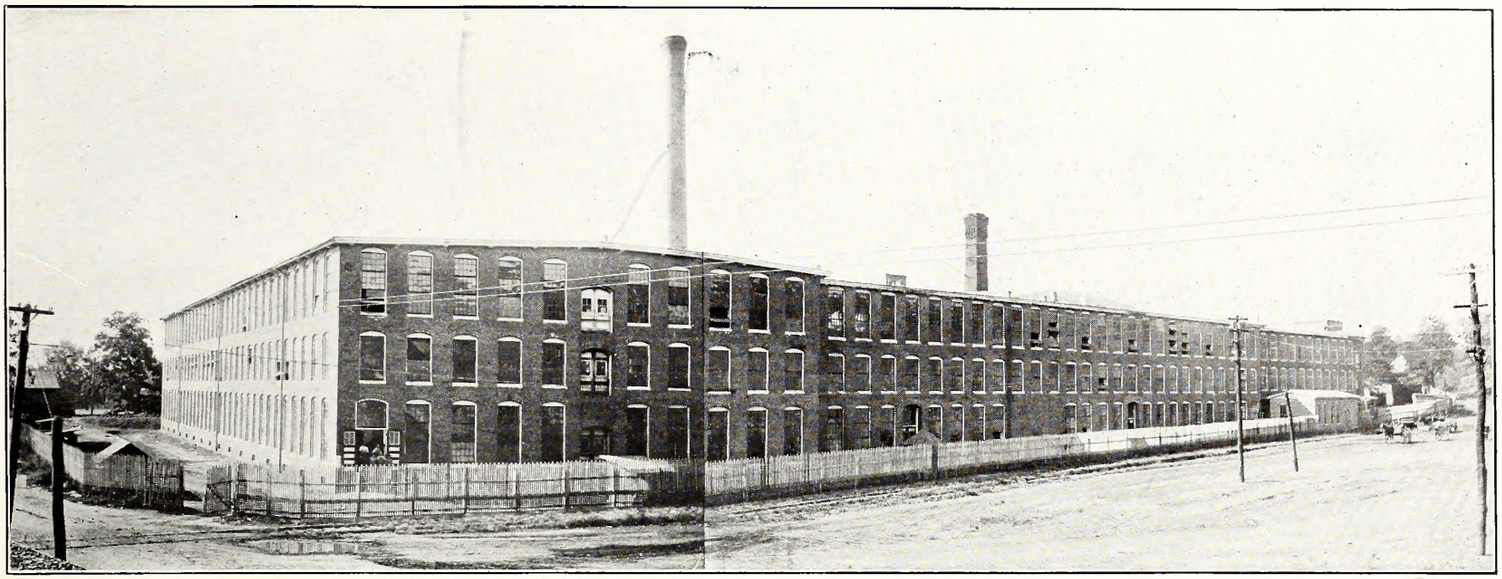
Welfare work in the village community is under the supervision of a most efficient trained worker. This young lady director visits the homes of the operatives, encourages cleanliness both in the homes and the grounds surrounding each cottage. The women are instructed in the way to care for their families, especially in looking after the health of their babies. There are classes in domestic science for the girls and women. Playgrounds, well equipped with all sorts of devices for the amusement of the children, keep the little ones happy and out of mischief. Sports of all sorts are encouraged. There are basketball clubs, baseball teams, etc. There is a reading room and library for those who are inclined to read and study.

The management has spent more than $200,000 in the last few years looking to the advancement and comfort and pleasure of the operative and their families. Most of the operatives are natives of South Carolina, coming from the nearby country, being of pure Anglo-Saxon stock, the advantages afforded them by the American Spinning Company has developed a loyal spirit of pride among them and they are appreciative of all that has been done for them.



PANORAMIC VIEW OF AMERICAN SPINNING COMPANY'S VILLAGE, GREENVILLE, S. C.

The Trion Company

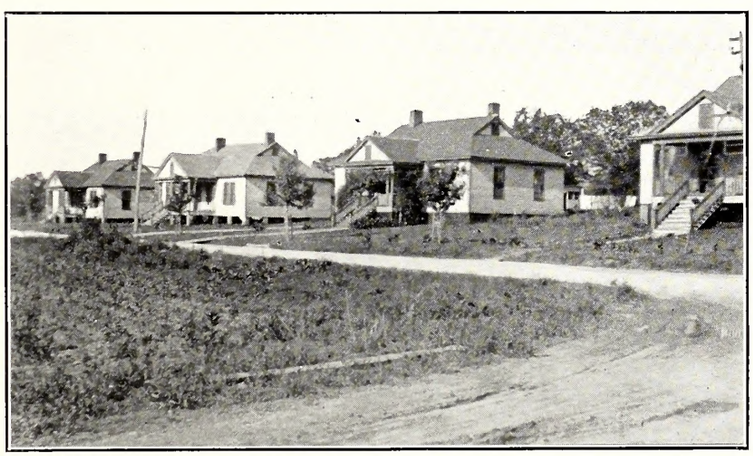


THE TRION COMPANY, TRION, GA.

The town of Trion, Ga., with a population of 2,500 inhabitants, is located among the beautiful hills of North Georgia, on the banks of the Chattooga river, in Chattooga county. Trion is about half way between Rome, Ga., and Chattanooga, Tenn., and is connected with both of these cities by the Central of Georgia Railroad and the Dixie Highway.

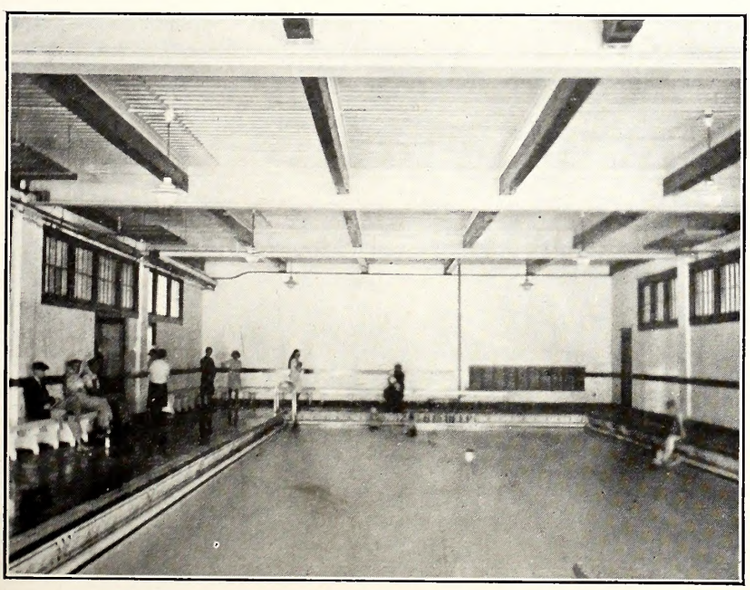
In this beautiful location the Trion Company erected their manufacturing plant in 1845. Thus the early mill was one of the first in the State and played an important part during the War Between the States when its products were used in place of money. The management of these mills have always been men of fine vision, always looking to something bigger and better, both for themselves and their operatives. The present owners and operators are Ben D. Reigel, president and treasurer; secretary, C. B. Caperton, and C. P. Thompson is the capable superintendent.

The mills are constantly being renewed and improved, keeping them up-to-date in the matter of buildings and equipment. The mill building is a three-story brick structure, well lighted and ventilated, with sanitary drinking fountains and other conveniences for the employees. The equipment consists of 60,000 spindles and 1,250 looms, all modern, electric driven machinery. The products are sheetings, drills and osnaburgs of such a quality as to command the highest market prices.

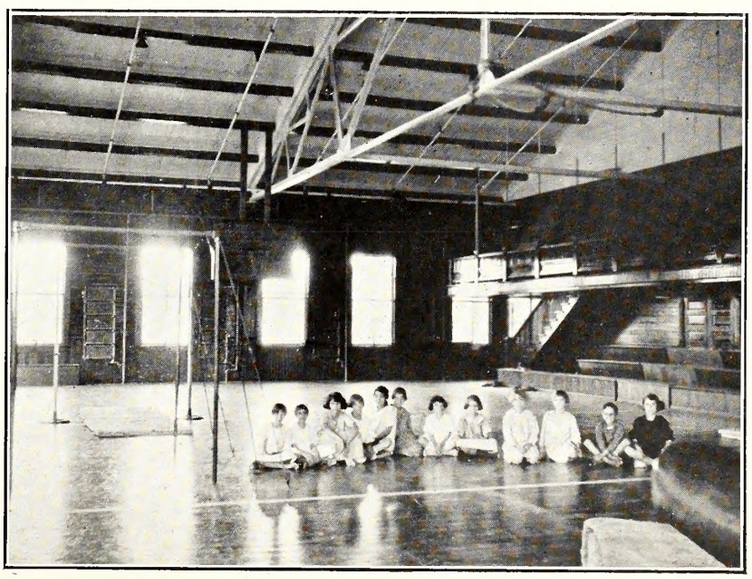


A FEW HOMES AT TRION.

The people of the little town of Trion are the mill operatives and they enjoy many advantages seldom afforded the citizenry of towns of this size. The houses of the operatives are neat little cottages of four and five rooms each, always kept in good repair, well painted and attractive inside and out. There are additional houses now under construction which will be most modern equipped with electric light, sewerage and baths.

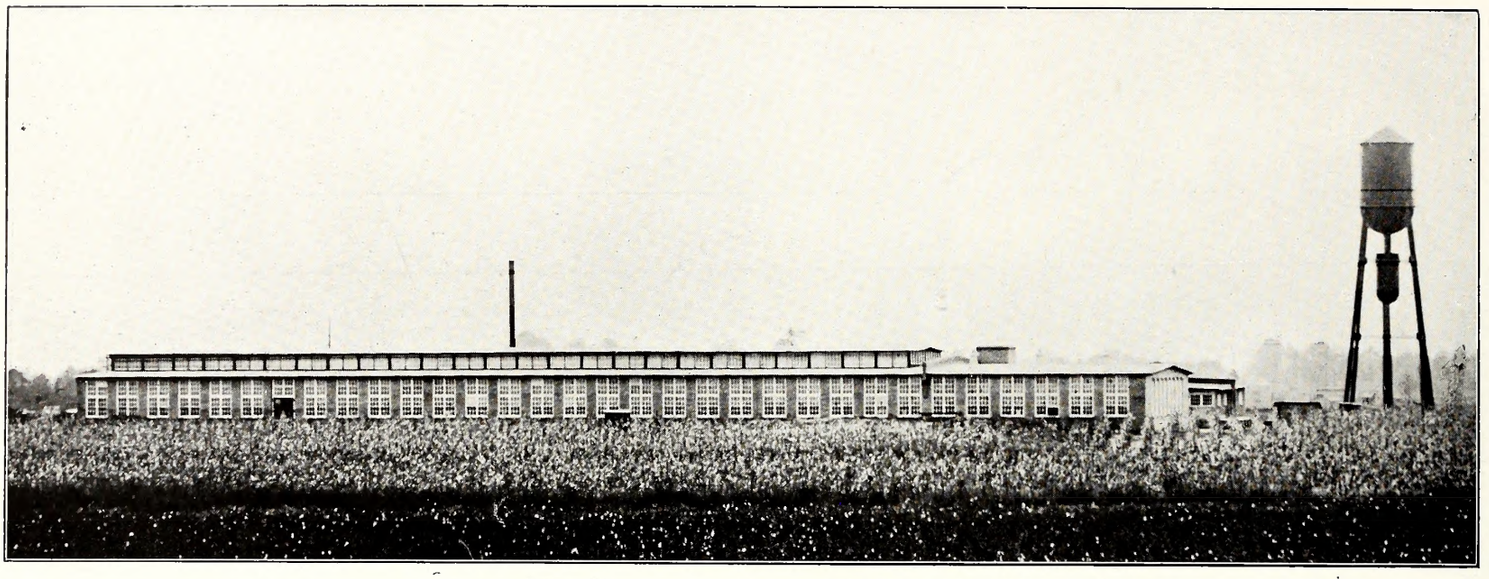


THE SWIMMING POOL.



THE GYMNASIUM.

Cheraw Cotton Mills, Inc.

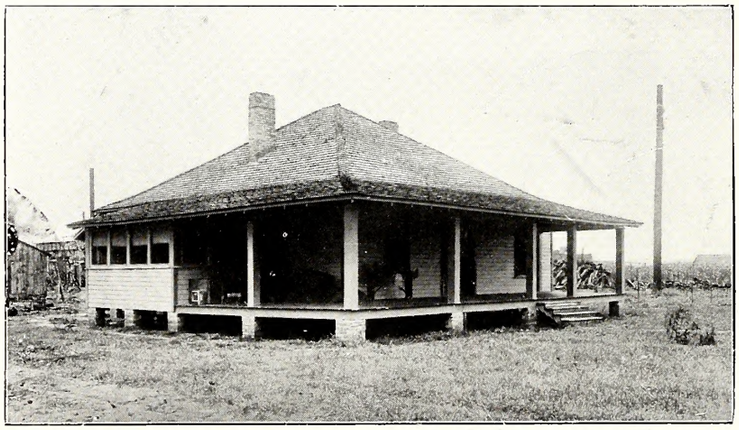


CHERAW COTTON MILLS, CHERAW, S. C.

Cheraw Cotton Mills, at Cheraw, Chesterfield county, S. C., is the only textile plant to be found in that little city, and its establishment in 1917 has opened up a vast field for industry and prosperity for that section of the country. Even though it is young, a mere infant in years, an observer familiar with conditions would not be long in realizing the wonderful change that has come into the lives of the 122 people who find employment within its walls. Most of these operatives came from the surrounding country with the object of giving their children better educational and social advantages.

Today they are living in a pretty little village of some 370 inhabitants in beautiful three and four room cottages with electric lights, water works and sewerage, conveniences they never dreamed of having in their own homes. There is space for pretty flowers, vines, etc., in front of each house, and in the rear plenty of room for a good garden and chickens and those things that go to make up a home. And right at their doors, almost, is the little city of Cheraw with all of its advantages for education, worship and various amusement features. It is easy to see the wide contrast between these conditions and those of their former little country homes which were poorly lighted by oil lamps, water, drawn from a well, of questionable purity, or perhaps carried from a spring at some distance. Schools a mile or maybe more away, church service once or twice a month and amusements—minus.

Cheraw Cotton Mills is an up-to-date plant in every respect. The buildings are of the regular mill construction, brick, numberless windows and as nearly fire proof as possible, 326x106 feet in size. Only the most modern systems known to science for the purifying and ventilating of mills have been installed, the humidity is perfect, as well as the heating facilities. In summer the heat is reduced in the mill by the flow of cooled water through the numerous pipes running all over the building, thus making it far more comfortable than out in the hot sun, or even under the shade of a spreading green tree.



SUPERINTENDENT'S HOME.

One hundred and twenty-six thousand dollars has been invested in this splendid cotton mill, buildings and equipment, and everything possible has been done for the comfort and health of the employee. The equipment consists of 7,000 spindles driven by electricity.

The officers of this progressive and prosperous plant are: Robert Chapman, president and treasurer; G. W. Duvall, vice president; C. C. Stokes, secretary, and J. L. Fonville, superintendent. These men are recognized in the financial world as of keen business judgment, fine principles and liberal ideas.



MILL VILLAGE OF CHERAW COTTON MILLS.

Holt-Williamson Manufacturing Co.



HOLT-WILLIAMSON MANUFACTURING CO., AND OFFICE, FAYETTEVILLE, N. C.

One of the most prosperous and progressive industries of Fayetteville, N. C., is that of the Holt Williamson Manufacturing Co. Both the Holts and Williamsons are noted as pioneers in the textile industry in North Carolina, Edwin Holt having built the first cotton mill in Alamance County. Since the first mill was built the Holts and Williamsons have made most wonderful strides in the textile business. Indeed these two names are synomous with progressiveness and industry.

Seldom does it happen that such a splendid group of practical mill men are found who work so harmoniously together, not alone for the sake of gain in worldly goods, but for the uplift and advancement of their fellow man. There is nothing too big or too hard for them to undertake if it will make for the advancement and happiness of their operatives.

A district welfare worker, Miss Agnes Irwin, has been in the employ of the mills for several years. She is a most kindly, tactful person; she knows just how to approach these sensitive proud people. The amount of good she has done and the wonderful things she has accomplished among could hardly be recounted on this page. Her influence is felt throughout the mill community. She visits the people in their homes and receives them at her office in the splendidly equipped community house, which is the center of all welfare work. The home keepers are instructed in how to make their homes more attractive and comfortable, how to rear their children, and last, but not least, how to keep their premises in a neat, clean, sanitary condition.

A Girls' Canning Club, which admits any woman of the village, has been a great factor in the reduction of household expenses. Numerous good gardens furnish the mill families with more vegetables than they can consume in the summer. It is this surplus that is taken care of by the Girls' Canning Club. Formerly it was thrown away and later in the season the operatives went to the stores and paid far more than the cost of canning for a very inferior brand of factory packed vegetables.

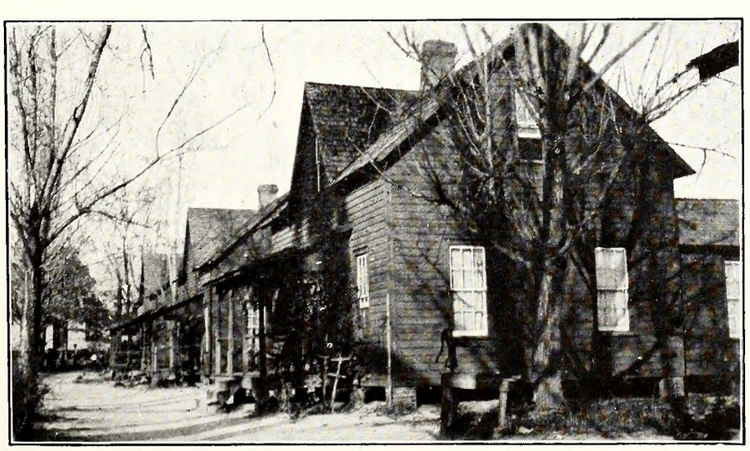
The management stimulates interest in the raising of fine vegetables and planting of flowers ,as well as beautifying the premises by offering most substantial prizes. Much enthusiasm is manifested among the mill families and there is a splendid spirit of friendly rivalry provoked by the effort to win these prizes.

The roomy Community House which has been erected by the management for the use of their help and their families, is the center of all community life in the village. Many interesting meetings are held in the assembly hall when questions of moment to the operatives are carefully discussed; frequently there is a lecture or an entertainment, but no matter what may be the nature of the gathering the village people appreciate the fact that the building is their very own and may be used for any purpose they choose.

In the matter of education the children of the mill village have equal advantages with the other children of Fayetteville. Indeed, the children of the mill are fortunate in that they have such a splendid new brick school building just a few blocks away, a grammar school which employs a very capable corps of teachers. The parents see to it that their children take advantage of these excellent opportunities for securing an education.

There is also a night school in the village for the benefit of those who are eager to learn but are compelled to labor during the day in the mills. There is a good attendance, too, showing that there are operatives who would like to rise higher than the common plane of the mill hands.

The mill plant is a pleasant place to work. The main building is a long one story brick structure and a dye plant occupies a wooden building. One hundred and eighty operatives are employed, most of them are citizens of Fayetteville and have been with the mills since they were first started and are now very expert in their line. The equipment of the mills is 9,984 producing spindles and 84 knitting machines. The product is cotton yarns and knit wristings.



COTTAGES AT HOLT-WILLIAMSON MILLS

Most of the operatives make their home in the mill village where the management has built 50 or more attractive frame cottages of from three to six rooms each. These houses are modernly equipped with lights, water, sewerage, etc. They are painted in pleasing colors that get away from the dull monotonous one-color scheme of the old cotton mill villages. The people take a great interest in making their homes as homelike as possible. A dozen or more of the operatives have bought homes of their own in the neighborhood of the mills.

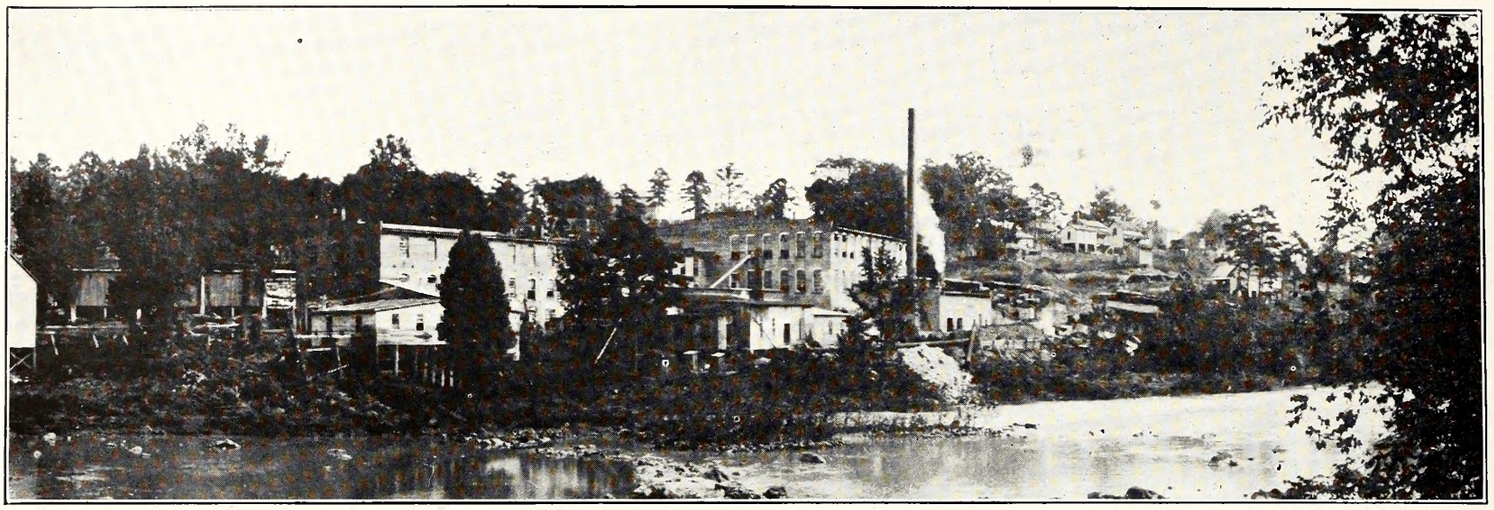
Many of them are devout, earnest people, who read their Bibles, believe what they read and try to live as they are taught by its precepts. A number of them are active in church work as well as in the Sunday Schools. They attend the various churches of Fayetteville and are perfectly at home in them.

Sports of all kinds are encouraged by the management. They have a fine baseball team, play basketball, tennis and other games.

The management is very democratic and liberal in their treatment of their help. They know all of them personally and do not mind stopping long enough to inquire into the troubles of the smallest child in the village. Each summer every operative and his family are given a vacation time during which period no rent is charged for the houses.

Another novel feature that is looked forward to with joyous anticipation is the annual barbecue picnic given the operatives by the management. This is always a gala day. There are games and sports of all sorts, races of all kinds. Nice prizes are given the winners. A good brass band of cotton mill operatives furnishes the music and everybody has a good time at the expense of the company.

White, Williamson Company



SAXAPAHAW COTTON MILLS, NEAR GRAHAM, N. C.

If one will take careful note of the pictures on this page it will be easy to understand why the management says, with just pride, that some of their operatives have been in the mills for three generations. They will also tell you that 75 per cent of their hands are saving money, are happy and contented. No wonder, for the management has seen to it that the homes in the beautiful little village are comfortable and attractive with all modern conveniences. There is a good school employing four teachers for the children, a pleasant place of worship, and flourishing Sunday school.

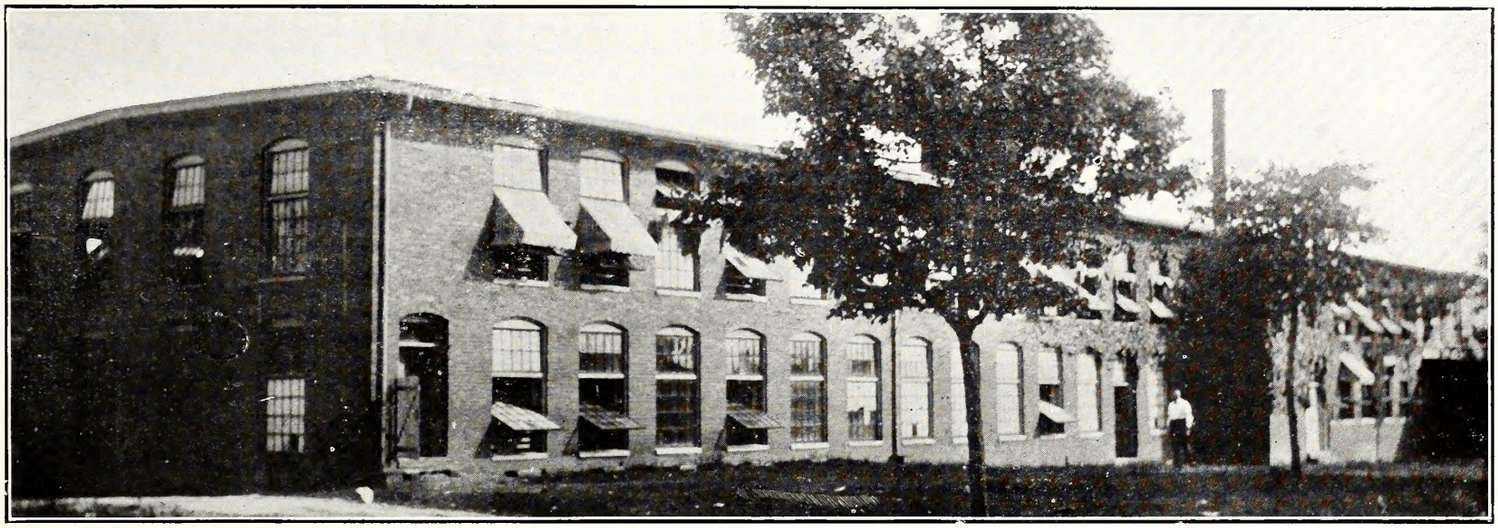
The baseball team is one of the many goods things fostered by the management. They encourage any enterprise for the advancement and betterment of their help.

These mills were founded in 1849, about 12 miles from Graham, N. C., but were not very successful until they were purchased a number of years later by one of the pioneers of the cotton mill industry in Alamance county, the late Edwin M. Holt. He had his sons-in-law, Capt. J. W. White, and Dr. Jno. L. Williamson, associated with him. In 1906 the company was reorganized, the equipment improved and increased. The present officers are F. L. Williamson, president; L. Banks Williamson, vice-president; L. A. Williamson, secretary and manager; B. J. Williamson, treasurer; G. R. Kindrick is a most efficient and kindly superintendent. The mills have a capital stock of $180,000. The equipment consists of 8,200 spindles and 324 looms, which are engaged in the production of fancy ginghams. One hundred and twenty-five operatives are employed.



(1) BOARDING HOUSE; (2) MILL HOME; (3) BASEBALL TEAM; (4) CHURCH (5) MILL SCHOOL

Walker County Hosiery Mills



WALKER COUNTY HOSIERY MILLS. LA FAYETTE, GA.

The Walker County Hosiery Mills are located in the pretty little village of LaFayette, Ga. Mr. J. E. Patton is president and treasurer of this progressive enterprise and associated with him as vice-president and manager is A. R. Fortune; Q. M. Clemmons, secretary, and H. S. Lovern, superintendent.

The buildings were erected in 1906 and are of modern construction, most suitable for the manufacture of men's seamless cotton half hose. The equipment consists of 460 knitting machines, operated by steam power. The company has a capital stock of $100,000. Great care has been taken to safeguard the health and comfort of the 275 operatives and working conditions have been made as pleasant as possible. The buildings are cool and comfortable, clean and neatly kept.

The street scene at the bottom of the page shows the type of cottages in which the employees live. There are 53 of these cottages all equipped with all modern conveniences such as electric lights, water and sewerage. There is a fine community spirit in the village and much pride is manifested in keeping the homes and streets in excellent condition.

Abundant opportunity for education is afforded the children of the operatives by the LaFayette Public Schools. The Hosiery Mills, being large taxpayers, naturally contribute to the support of the public schools. The operatives and their families have all the advantages of the town in the way of churches, Sunday schools and amusements, and it is not necessary for the management to provide such things in the village.

It is a well known fact that hosiery mill operatives are above the average textile worker. At the Walker County Hosiery Mills there is a friendly spirit of good fellowship. The management is appreciative of those who are energetic and ambitious and give them every possible opportunity to progress. Most of the heads of the departments are persons who have risen from the ranks of the operatives.

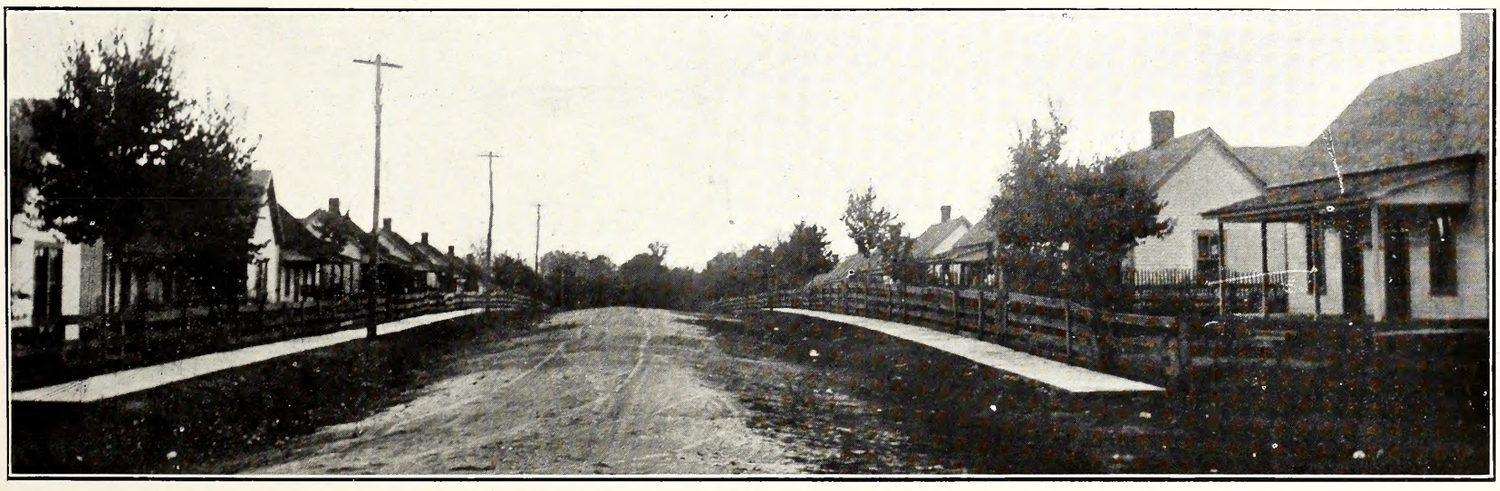
Mr. H. S. Lovern, as superintendent, is most efficient and capable. Mr. A. R. Fortune, as manager, is strictly on the job and under his fine supervision the mills have made a splendid financial showing. Mr. Lovern has been so jealous of the reputation of the mills that the output is well and favorably known in the hosiery markets. There is a ready sale of all products.

Because of the kindly feeling between management and operatives, there are few changes among the workers. They are a sober, industrious group of people, who are living comfortably, and many are putting aside a tidy sum out of their good wages to help them give their children better opportunities than they themselves have had. Most of these people are natives of the surrounding country, some from the farms, who have been attracted to the mills by the good wages and the pleasant working conditions in the mills. At first of course they were unskilled but by their native wit and the kindly patience of the heads of the departments they soon become experts. The life of the mill operatives is much easier and hours much shorter than when they lived in the country on the farms. They have more ready money, better opportunities for themselves and their families, and live in better homes.

The Walker County Hosiery Mills is a fine example of the kindly treatment and fine living conditions afforded mill operatives in the South.

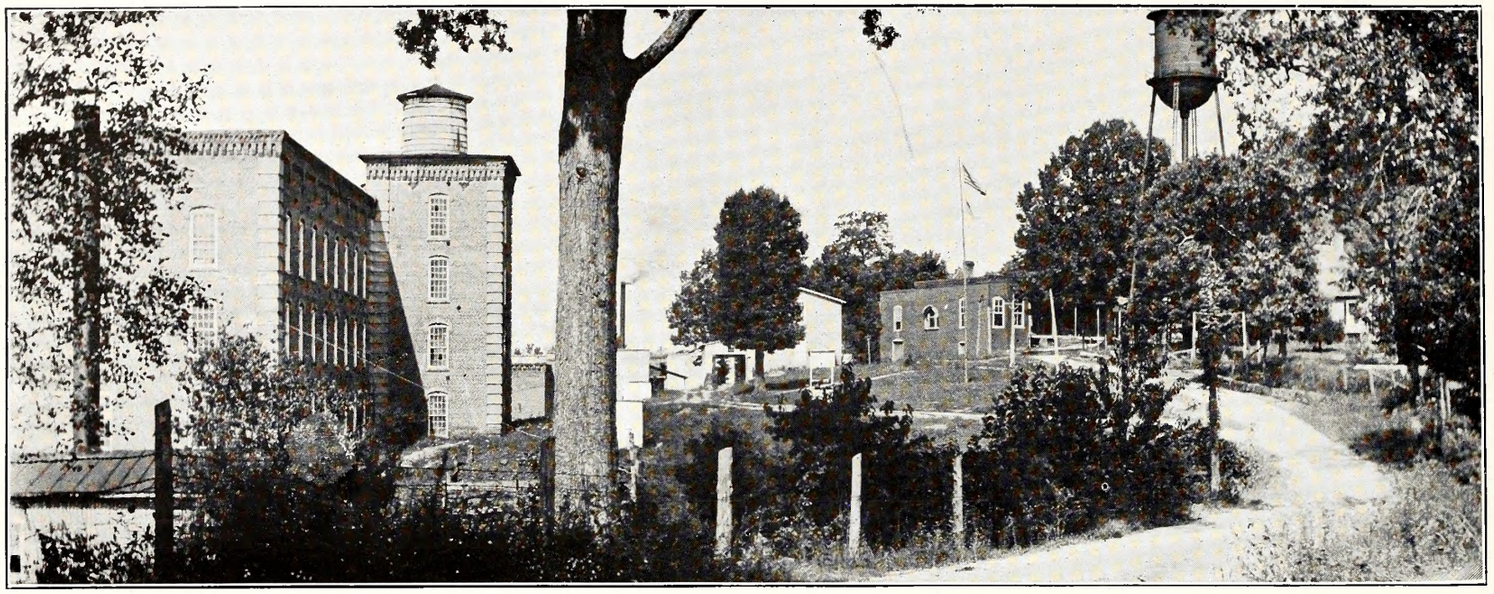
The operatives of the Walker County Hosiery Mills are most serious minded and religious people, and attend the churches of LaFayette regularly. They are always made welcome at the churches of their choice and feel no embarrassment. They are ardent church workers, and contribute freely of what they earn at the mill toward the upkeep of the churches they attend. They send their children to the Sunday Schools of LaFayette, where they are made most welcome and are given a part in the work of the Sunday School.

Considered from every viewpoint, the conditions at the Walker County Hosiery Mill are such that the employees find themselves in unusually good circumstances and as a result they are not tempted to move into some other community with the hope of finding a more ideal place to work.



STREET SCENE AT WALKER COUNTY HOSIERY MILLS

Glencoe Mills



THE GLENCOE MILLS, BURLINGTON, N. C.

The Glencoe Mills were founded in 1879 when cotton mills were not nearly so numerous as they are now In those days they were looked on rather as an experiment than a paying financial investment. The Glencoe mills were founded by those pioneers of the textile industry William E. and James H. Holt, sons of Edwin Holt.

Since the organization of these mills they have been owned and managed by the Holt family. This statement is sufficient evidence of their prosperity and steady growth. Jas. H. Holt, who planned and erected the mills, managed them until his death in 1897. He was succeeded as president by his son, Robert L. Holt, who managed the mills most successfully until the time of his sudden demise, July, 1923.

Mr. Robert Holt's death came as a great shock to the community as well as to the entire state. He was widely known and admired for the splendid ideas which he put into operation in dealing with his help and making such a success of his mills. To his operatives he had so endeared himself that they loved and looked up to him always. Indeed few men have ever been better loved or held in higher esteem by their employes than Mr. Robert Holt. The entire community knew that he was never too busy to lend a sympathetic ear to their individual troubles and extend substantial aid when the occasion arose. Even the little children wept at the loss of so kind a friend who frequently turned aside in the busy day to dry the tears or inquire into the affairs of the little ones in his village.

The present officers of the Glencoe Mills are J. H. Holt, president and treasurer; W. G. Green, vice president; secretary, W. L. Holt; M. M. Marshall, superintendent. These men are all thoroughly experienced in the textile business and under their management there is no doubt the mills will be run along the same fine lines that were instituted by Mr. Robert L. Holt and his splendid democratic ideas will be maintained.

The Glencoe Mills have a capital stock of $112,000.00. The three story brick structure of the mills presents a very attractive picture with its fine old shade trees and clumps of shrubbery as well as flowering plants. In this three story building are located the carding, spinning and weaving departments; other buildings suitable for the purpose take care of the dyeing and finishing departments.

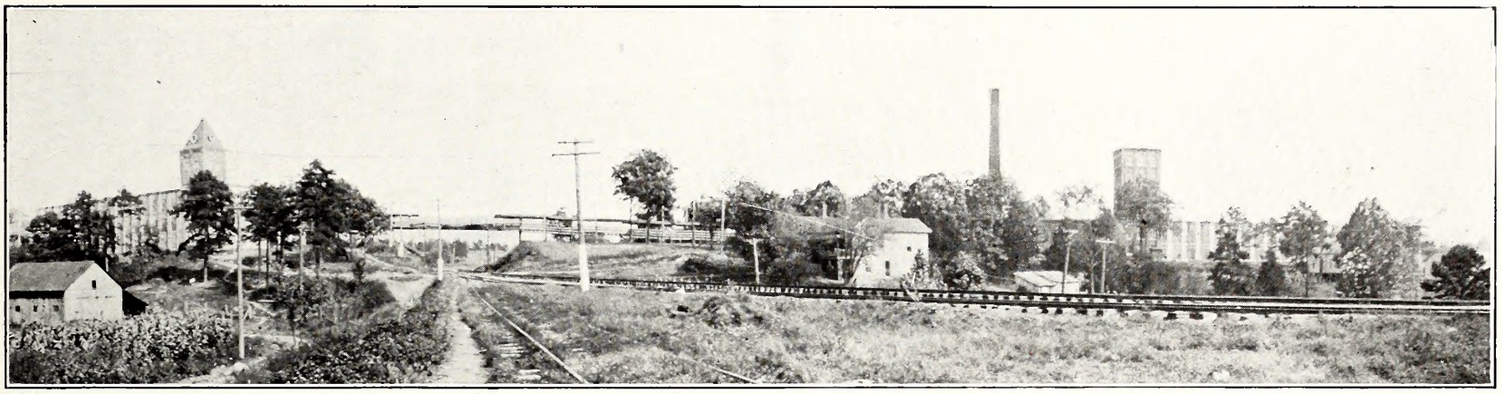
The equipment consists of 5,000 spindles and 206 looms which are operated by hydro-electric or steam power. The product of the mills is outing flannels of such a superior quality as to insure their popularity in the markets.

One hundred and twenty-five operatives are employed in the Glencoe Mills. The Holts have always employed the policy of replacing and renewing their machinery as often as deemed necessary for the most efficient production.



THREE HOMES AND CHURCH AT GLENCOE MILLS.

Holt-Granite Puritan Mills Co.



HOLT-GRANITE-PURITAN MILL No. 2

These mills are located on the Haw River, near Fayetteville, N. C. The management consists of F. L. Williamson, of Burlington, president and treasurer; L. Banks Williamson, secretary and W. E. Stafford, superintendent. Since the mills have been in the hands of these experienced textile men there has been a continuous expansion and a prosperous growth. The capital stock of the mills is $1,500,000.

The mill buildings are of modern construction with careful attention given to making working conditions most pleasant and healthful. The machinery is replaced and renewed as often as deemed necessary for efficient production. The equipment consists of 22,304 spindles and 800 looms, the power used to drive this machinery being hydro-electric and the product of the mills is colored yarns, ginghams and chambrays of such a fine quality that there is always a steady demand in the market for them.

The Holt-Granite-Puritan Mills Co. consists of a group of three plants which are known as mills Nos. 1, 2 and 3. They are some distance from each other, having been built by different organizations, but owned and operated now by the management named above.

Some 740 operatives are employed and they, with their families, go to make up the little village of some 2,000 inhabitants, known as Haw River. In fact, the Holt-Granite-Puritan Co. has created the township of Haw River, there being practically nothing else there of any importance.

The houses provided by the management for the operatives are all convenient and comfortable, built of brick in some instances, the newer houses are of the type most often found in modern villages. Sanitary closets have been installed throughout the village and each house is fitted with electric lights. Every family has a nice large space for raising all the fresh vegetables necessary. There is ample space for flowers and lots of shade trees add to the attractiveness of the village. Careful watchfulness and instruction in laws of hygiene help to keep the village in a neat, healthful condition. Much pride is manifested in the appearance of the entire community.

Here, as in many other instances in the South, the operatives in the mills have been drawn from the surrounding country. Coming from their little farms of their own, or from poor tenement farm houses it did not take them long to realize how much better off they were in the mill village in neat comfortable houses where their hours were no longer and the work no harder than on the farms. Here they had more ready money and far better advantages for their children than in the country. Most of the operatives have been with the mills so long that they feel a personal interest in the mills and take a loyal pride in all that concerns them.

HOLT-GRANITE-PURITAN MILL, No. 3.

The Holt-Granite-Puritan Co. have seen to it that the children of their mill community have educational advantages the equal of those in any village of the same size. It is the boast of the town that there is not a single illiterate person between the ages of six and twenty-one in their midst. The local school district has a large population and the attendance record is high outside, as well as within, the state compulsory school ages. The school building is a very substantial brick structure built along modern ideas, the equipment is up-to-date and 10 competent teachers are employed to instruct some 400 pupils that are enrolled and in attendance.

Four modern churches, two Methodist and one each Presbyterian, Baptist and Episcopal, afford pleasant places of worship. Cotton mill people, are as a rule, intensely interested in all religious affairs and here at these mills they take an active part in the church work as well as in the flourishing Sunday schools.

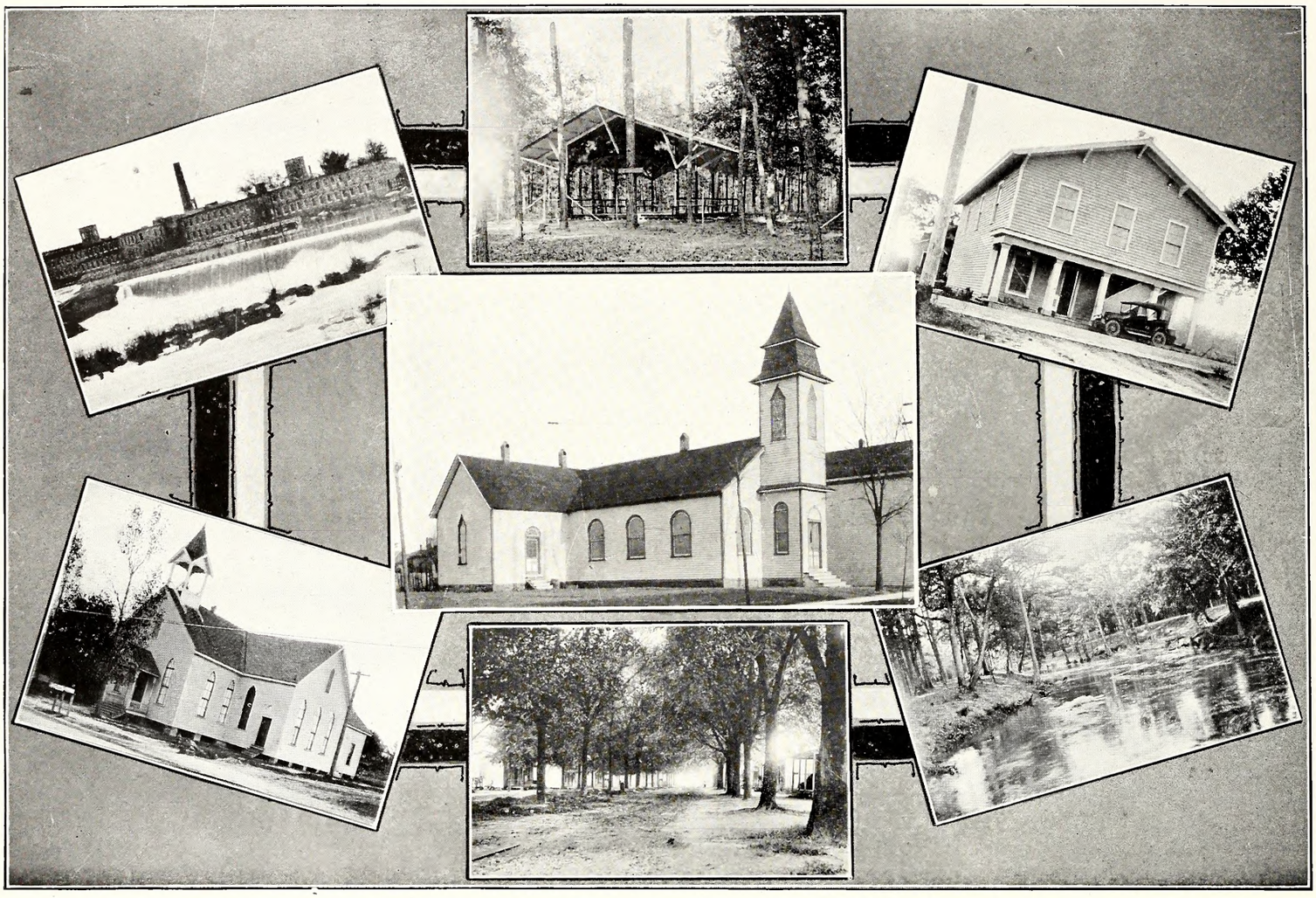
There is the usual quota of movies, and other kinds of amusements to be found in a town the size of Haw River. In addition there are a number of Clubs that have been organized among the mills' people such as a Mothers' Club, Sewing Club, Civic Club, etc., all of which serve to promote a friendly helpful relation among the operatives and their families. Indeed, these people have lived together in the same community so long that they feel that they have a common interest in everything; and those who are so fortunate as to secure work in the mills from time to time find the same friendly sort of helpfulness extended them. Some of the operatives have been with the mills as long as forty-seven years.

Sports of all kinds are encouraged and especial interest is manifested in the baseball and basketball teams.



MILL No. 1 OF HOLT-GRANITE-PURITAN MILLS CO. AND SUPERINTENDENT'S HOME.

Rocky Mount Mills



VIEW OF ROCKY MOUNT MILLS, SHOWING CHURCHES, SCHOOLS, VILLAGE STREET AND PARK.

Rocky Mount Mills were founded by Joel Battle in 1818, at Rocky Mount, N. C., and was incorporated in 1874 by William S. Battle.

The mills are located on Tar River, at the falls. The mill buildings are brick and have been improved and enlarged from time to time as often as deemed necessary. They have been modernized in every respect and are equipped with many devices that add to the comfort and health of the operatives.

The history of the Rocky Mount Mills would make a most interesting novel since the history of the Old South with its many pretty romances. The trials and bitter experiences of the War Between the States, the struggles to keep the mills going, etc., are all so closely interwoven with that of the mills. After the incorporation of the mills in 1874, when it had only 2,000 spindles, there has been a steady, continuous growth until now, at the present time, the mills have an equipment of 35,000 spindles, which are operated by water, with steam auxiliary. The present capital stock is $100,000. The mill products are cotton yarn, warps, skeins, cones, and tubes.

The general officers are: B. Cameron, president; A. P. Thorpe, vice-president; T. B. Bunn, secretary; Thos. H. Battle, treasurer; Hyman L. Battle is manager and H. W. Atkinson, superintendent.

The village is most attractive with its fine old shade trees along the streets to make things cool and comfortable. Flowers and shrubbery are to be found around the some 155 homes that comprise the mill village. There are 400 operatives working in the mills and most of them live in the village, though some live outside, others own their own homes in the nearby vicinity. The homes furnished are one and two-story houses, neat and comfortable, in good repair both inside and out and all well screened. Both the village and every house in it is lighted with electricity. The houses are equipped with bath, running water, and sewerage. Every house is screened and most of the operatives cook with gas from the city mains.

The pretty village has a population of 1,000 inhabitants. The mill people take a great deal of pride in their village and their homes. Everything is kept neat and sanitary. A large space in connection with each cottage furnishes ample room for a good garden. Many fine vegetables are raised in the village. What can not be used fresh are canned and kept at home. An impetus to the raising of large quantities of good vegetables is the Canning Club in which girls and women of the village are taught the art of canning their surplus vegetables by an expert in this line. These canned vegetables are not only of a better quality than the mill people can buy for the same money in the stores but they are fresher and finer. Then, too, the people are encouraged in being thrifty and economical.

A paid welfare worker is in charge of this department of the work among the mill families. A nice large community house is the headquarters for all community work. Classes in domestic science, sewing, cooking and laws of hygiene, are conducted.

Three parks and playgrounds provide amusement and pleasure for the mill families. The Riverside Park deserves especial attention. It is unsurpassed in beauty with its fine trees, island bridges, etc., and is a source of much pleasure to the citizens of Rocky Mount as well as the mill families.

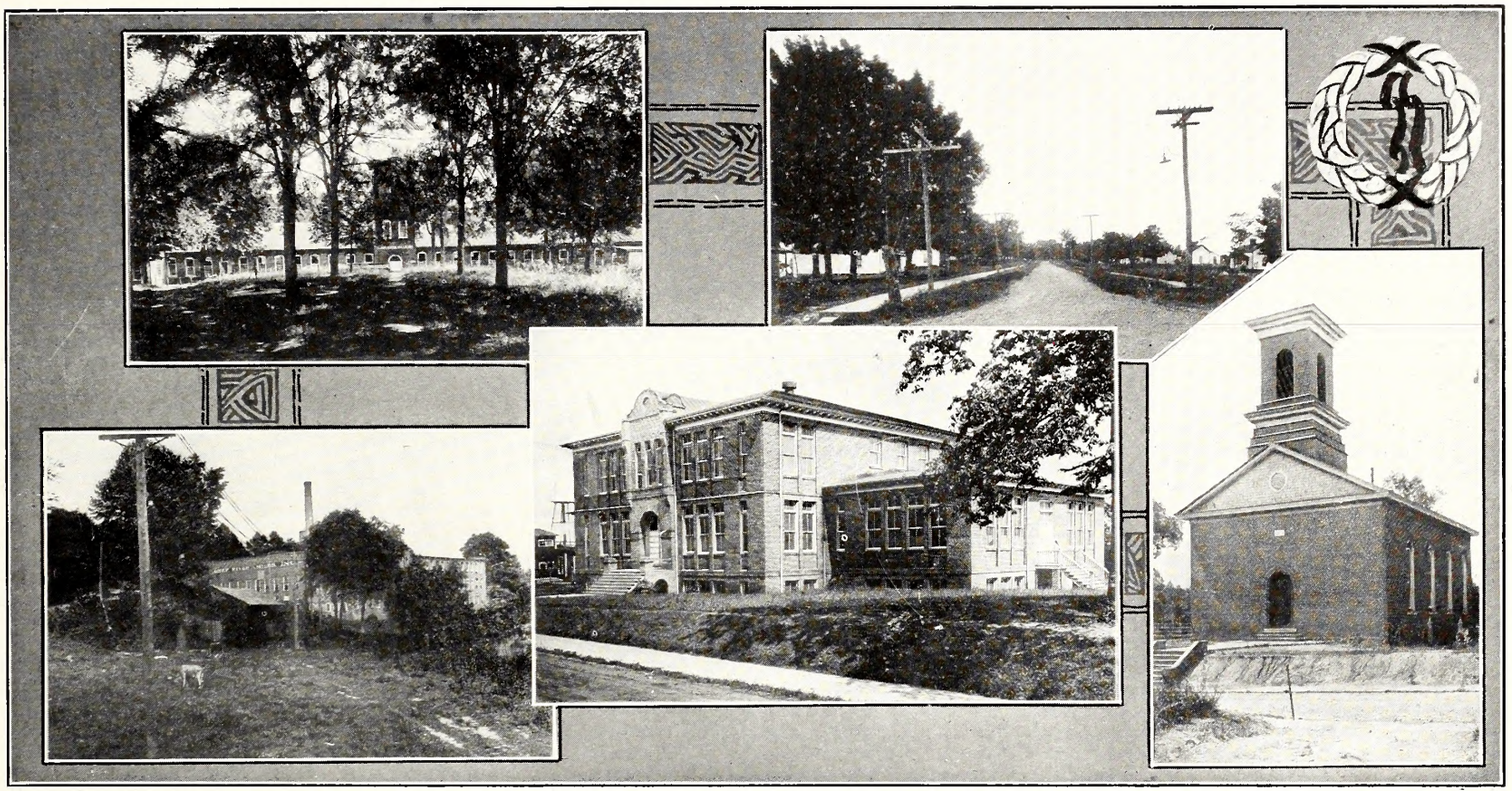
The playground around the Community House is equipped with all sorts of play apparatus for giving the children pleasure in the open air.

Sports of all kinds are encouraged in the village and a very keen interest is manifested in baseball, basketball, etc.

Nor is the educational side of life neglected in the village. There is an excellent school building of modern constructiton. Five teachers are employed. Their salaries are paid by the mills and county school funds. Some 225 pupils are in daily attendance. Many of these children are just as bright as those to be found in any school anywhere in the country. The mill management urge the parents to see to it that their children attend school regularly so that they may take advantage of the fine opportunities offered them to rise to a higher plane of society.

Two churches, Baptist and Methodist, afford pleasant places of worship.

Deep River Mills, Inc.



VIEW OF DEEP RIVER MILLS, RANDLEMAN, N. C., SHOWING CHURCHES, SCHOOLS AND STREETS.

Deep River Mills, Inc., were founded in 1848, consequently are among the oldest mills to be found in the State. They are located at Randleman, N. C. There have been several changes in management. The company was reorganized in 1911. The present officials are: J. C. Watkins, president and treasurer; M. S. Sherwood, secretary; P. C. Story, superintendent, and R. P. Deal, manager.

The plant is capitalized at $720,000 with an equipment of 20,784 spindles and 878 looms. The mill buildings have been remodeled and brought up-to-date both as to health conditions and equipment. The machinery is driven by electricity. The products are ginghams, plaids, export drills and seamless bags, which are famous everywhere. They are of the best quality of workmanship and "Randleman Plaids" are famed in this country and foreign markets for their beauty of color and design, as well as workmanship.

The management has spent many thousands of dollars in improving their mills and the mill village. There are 465 persons employed in the mills, intelligent expert operatives. Frequently they were untrained laborers when first entering the mills, but through the kindly patience of the heads of the departments, and their native wit, they soon become expert. The management are careful in the selection of their help, weeding out the undesirables, as it is their aim to employ only a high class of workmen.

The village is very beautifully located, being built on a series of hills with paved streets and sidewalks on the principal streets. A great deal of care has been exercised in laying out the village, trees and shrubs have been planted, and the whole town is beautifully shaded by old oaks. Good roads, macadam through the town, Route 70, on section from Greensboro to Asheboro, will give the town another permanent highway over new route.

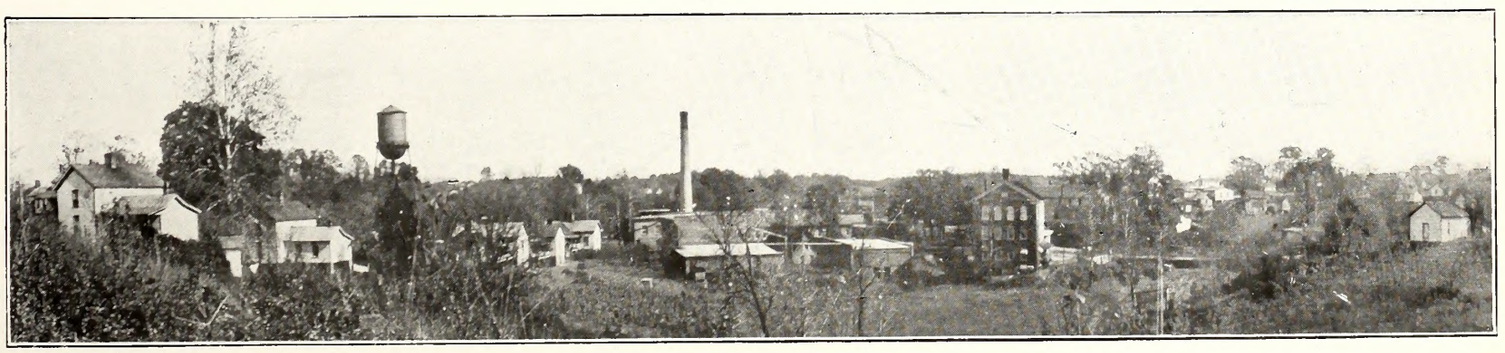
The management has built 150 pretty, comfortable cottages, modern and convenient. Some 50 employees have homes of their own. The entire community unite in their efforts to keep their village neat and attractive.

Since the mills are located inside the city of Randleman it is not necessary for them to have a mill school for the children of the operatives the children attend the Randleman graded schools. This is a good idea, as they mix and mingle with the children of the town on an equal footing, being equally as intelligent in their school work and just as active in sports of all kinds. Fourteen teachers are employed in the public schools and the mill children have the same opportunities as the children of the town. Many of them go through High School and take up responsible positions in other walks of life, while they frequently return to work beside their parents in the mills.

The management urges the necessity of education upon the parents and do all they can to encourage the children to become fine citizens. There is a night textile school, two-year term, for the benefit of those who are ambitious to rise higher in the mill work. This school is supported by the management. They are anxious to assist those who are ambitious and they are advanced to positions higher up just as rapidly as they merit the promotion.

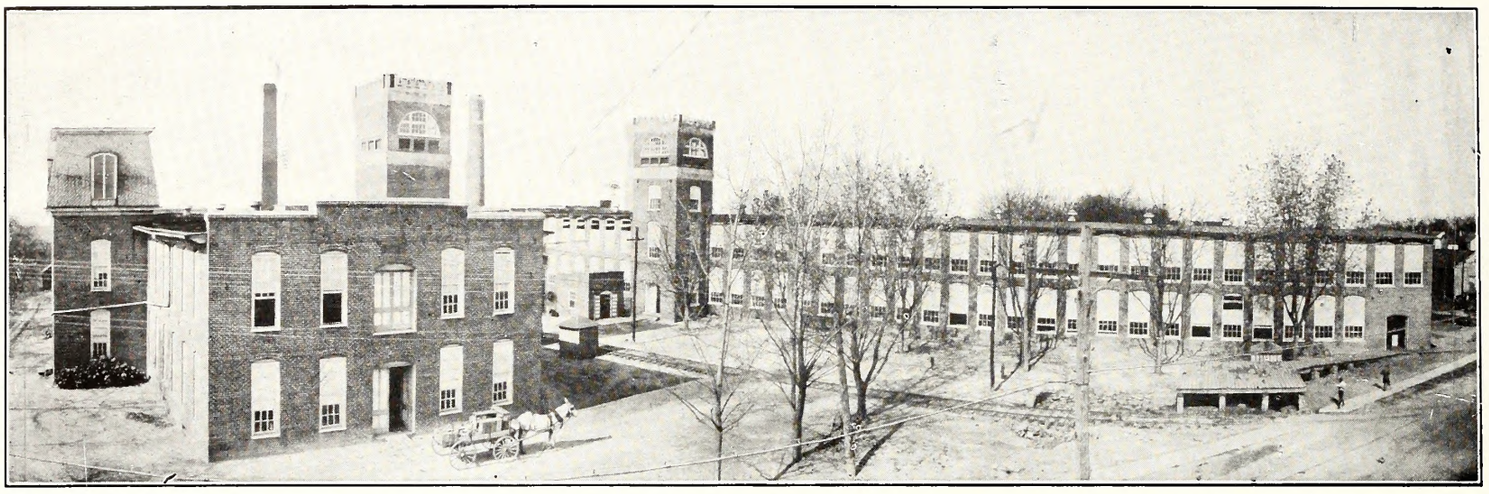
The religious side of the village is taken care of by the various churches of the town. Two of these were built principally by the mills, and a lot for a third one was donated by the mills.

There is no particular line of welfare work carried on by the mills, though they are always interested in anything that makes for the uplift and betterment of their operatives and their families.



PANORAMIC VIEW OF DEEP RIVER MILLS, RANDLEMAN, N. C.

Modena Cotton Mills



MODENA COTTON MILLS, GASTONIA, N. C.

The Modena Cotton Mills are located in the most widely known county of North Carolina, Gaston County, noted for its many magnificent textile plants. Gastonia is the county seat of this county and the very hub of the textile industry.

Modena Cotton Mills are one of the most enterprising and progressive cotton manufacturing plants in Gastonia. The officers of the company are Jno. C. Rankin, president; S. A Robinson, secretary; W. T. Love, treasurer and W. T. Storey superintendent. The very names of these executives are indicative of prosperity and success.

The capital stock is $180,000, the spindleage 17,376 and the product of the mills cotton yarns, combed and carded. It is almost useless to state that the mill buildings, which are of standard construction, are modern and up to date in the matter of ventilation, humidity, lighting facilities, and other excellent equipment; and that the machinery is equally as up to date, being of the type best adapted for the most efficient production at the least exertion on the part of the operative.

"A Street Scene in Modena Mill Village" tells its own story. There are one hundred and forty-five persuch cottages as those shown in the the village has a population of approximately 500 inhabitants. The management has built sixty nine such cotages as those shown in the picture, varying in size from three to seven rooms each. These cottages are very convenient in arrangement and contain water, sewerage, baths and electricity. Each one has plenty of ground for raising vegetables and flowers. The streets of the village are well shaded as may be seen in the picture, both streets and sidewalks are paved.

Everything is kept in a strictly sanitary manner both in the mills and the village. The management is watchful and tactful with the people and encourages them to keep their homes in a clean, healthful condition; consequently very little sickness is found in the community.

No special line of welfare work is done at the Modena Mills, but in Gastonia there is an organization known as the Woman's Betterment Association and the Modena work is done under the direction of this body. The mills are divided into groups throughout the various sections of the city. Modena is grouped with two other mills, thus the community welfare workers are cooperatively employed. For years there has been a public trained nurse accessible to the Modena families. A community linen chest, well supplied, is a notable feature of this work.

This Woman's Betterment Association is doing a wonderful work among the mill people by instilling civic pride and teaching them to be independent and progressive. The organization has been the means of raising these people to a higher plane of citizenship by its tactful suggestions and patient instructions.

Thus it may be seen that while there is no trained worker employed by the Modena mills they are thoroughly in sympathy with any movement that means the advancament of their people. They are very liberal in their support of anything of the kind.

The people of the village appreciate the warm interest of the management in their affairs and are very loyal to the mills. Some of them have been with the mills for as much as twenty years, indeed, there is very little changing of help because the hands are satisfied with their good wages and the excellent treatment they receive.

There is no need of special schools for the children of the mill village as they have access to the fine graded schools of the city of Gastonia. They attend regularly and make a very creditable record for they are equal in intellect of the children of the average citizens.

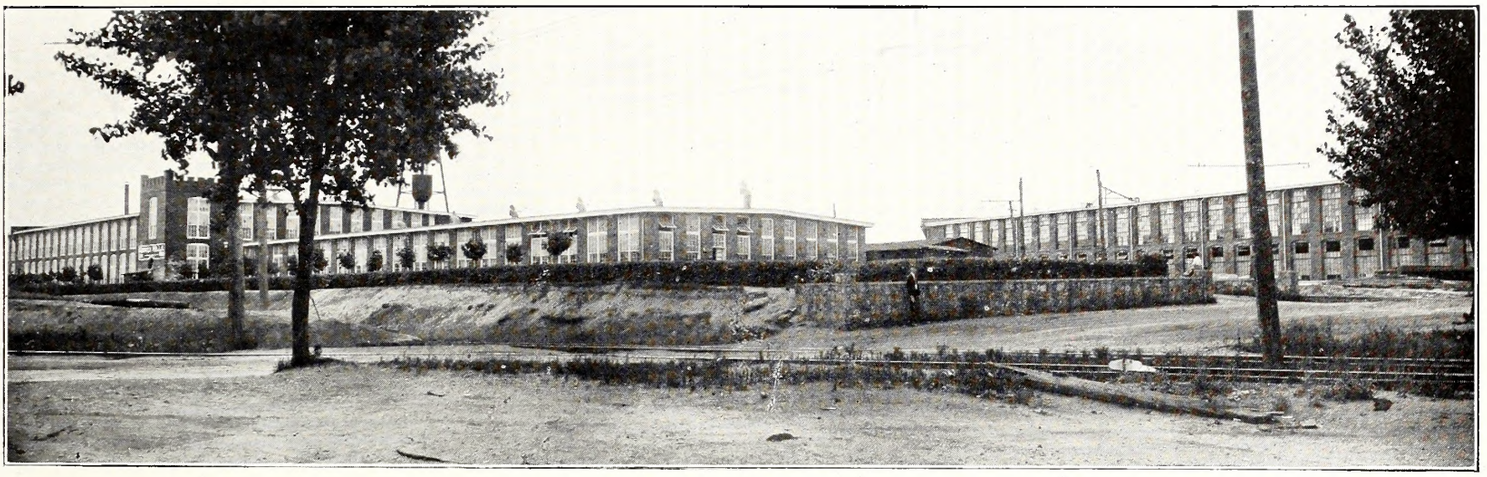
The mill has not built churches either as the village people are free to worship in the city churches of their choice, and as a rule this class of citizens are of a religious turn of mind and many engage actively in church work.

Mr. Storey, the superintendent, is a man of wide experience in the textile business and because of his humane ideas in dealing with his operatives, and his fine personality, he is on very friendly terms with his help. They feel free to give him their confidences and ask his advice as they rely on his splendid judgment and assistance.



A STREET SCENE IN MODENA COTTON MILL VILLAGE

Groves Mills, Inc.



THE GROVE MILLS, INC., GASTONIA, N. C.

A splendid textile plant of Gastonia, N. C., is the Groves Mills, Inc., which was founded in 1916 by L. V. Groves. The officers are H. H Groves, president; A. G. Mangum, vice-president; Fay Lavendar, secretary; E. E. Groves, treasurer, and W. C. Withers, superintendent.

Groves Mills, Inc., has a capital stock of $500,000 with 30,360 spindles which are driven by hydro-electric power. Mill No. 1 is a story and a half modern mill construction, 520 by 80 feet. Mill No. 2 brick and steel columns 22x26 feet spacing, the building is 356 by 108 feet, two-story, steel sash window elev. 18', thus making it fire proof and one of the best possible constructions. Every device for safeguarding the health of operatives, as well as for comfort in the mills, have been incorporated in this factory. The machinery is of the most improved type, individual motor drives, etc., and the skilled operative has every opportunity for the most efficient work with the least effort.

Fine combed yarns are the products of both mills. No. 1 employs 200 operatives and, when all the machinery is placed in, No. 2 approximately 225 hands will be required.

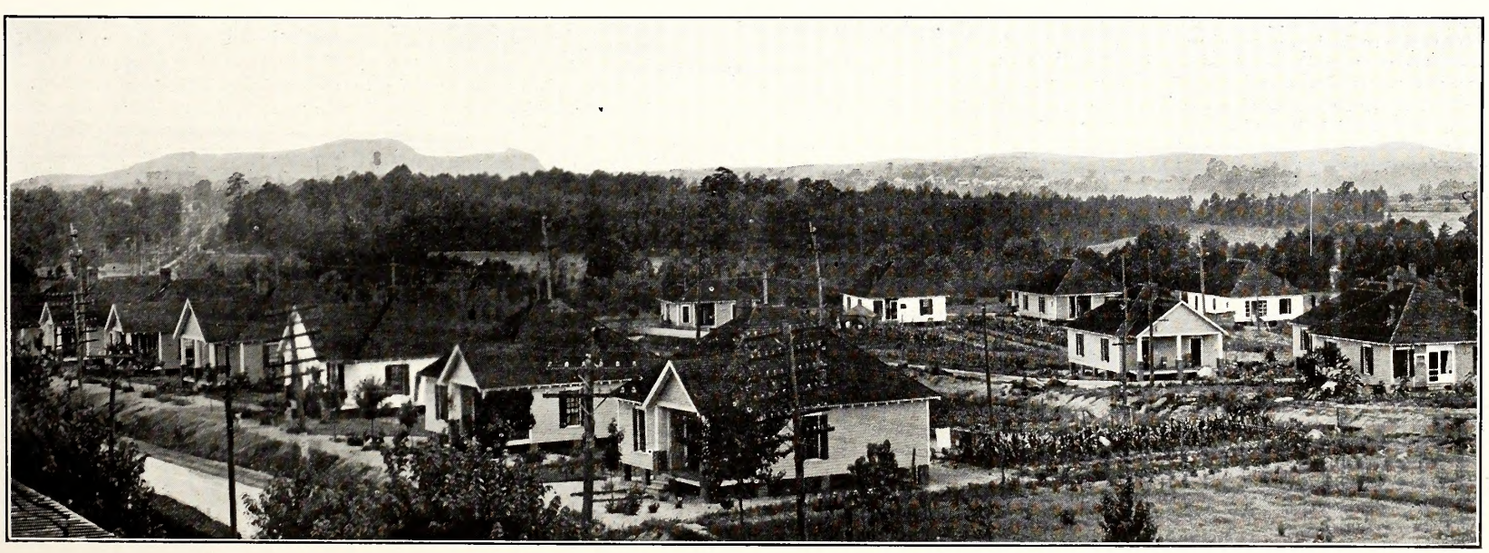
Both the mills and villages are well located in an elevated part of East Gastonia. A great deal has been done by the management to enhance the appearance of the mills and villages, but many, many more improvements will be made just as rapidly as possible. At mill No. 1 there is a pretty little village of 90 cottages. These are well established with the usual shade trees, flowers, shrubs, etc., that go to make up an up-to-date mill community. The cottages are modern with all city conveniences such as sewerage, running water, electrie lights, ete. They are kept in good repair, neatly painted, screened and comfortable porches. Sixty more cottages are being built to help take care of the operatives at Mill No. 2. These will naturally be the very best type of community houses.

The people of the Groves Mill community have united with those of the Flint Mills, another cotton mill quite near, and together built two churches, Methodist and Baptist. These comfortable places of worship are maintained by the operatives of the two villages. Cotton mill help are always religiously inclined and manifest a warm interest in all church work. Perfect harmony exists between these two mill communities and they are spending many profitable hours in religious services and Sunday school work.

Because of the proximity of the Groves Mills, Inc., and the Flint Mills, a modern $50,000 brick school building has been erected to afford the very best educational advantages for the children from each mill community. This splendid building will be ready for occupancy this fall. It contains the most approved type of school equipment, and the health of the pupils has been held of paramount importance. Fifteen large, light, well ventilated rooms, together with a nice large auditorium equipped for giving entertainments, lectures, etc. are included in the building. Twelve competent teachers are employed to instruct the children. Their salaries are paid by half county school funds and half by the mills.

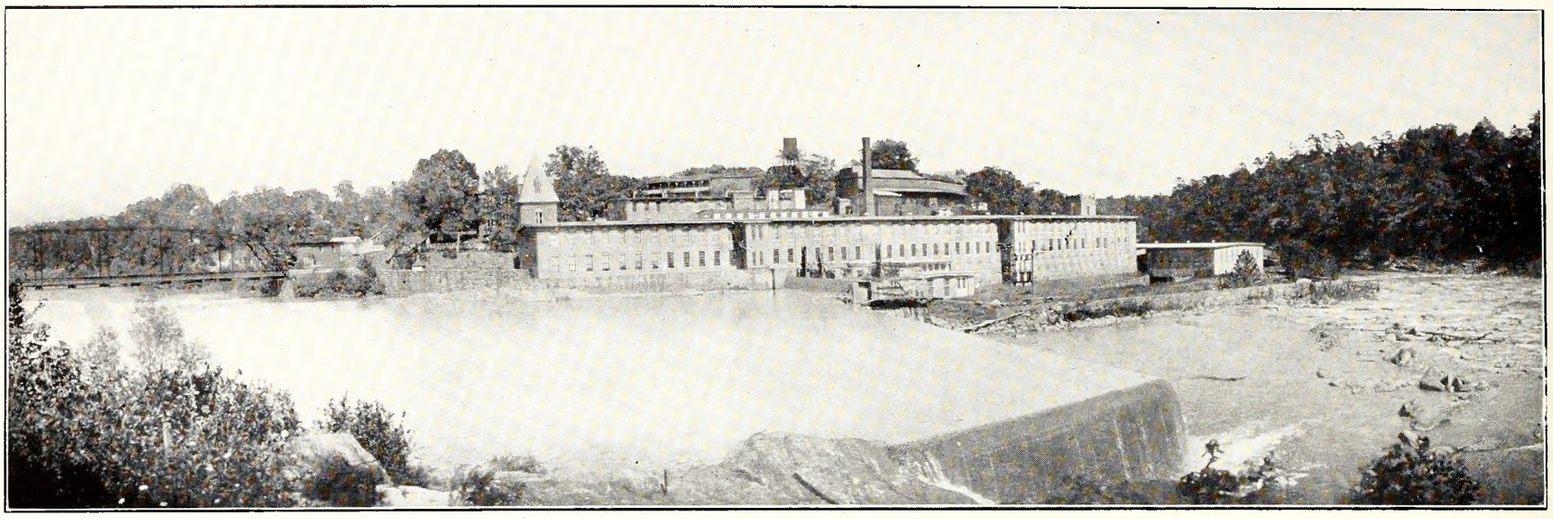
Groves Mills, Inc., realizes the importance of giving the next generation of the nation every possible advantage for a higher education than opportunities allowed their parents to have. They realize that it is their duty to help make better citizens of all the children of their operatives because these people are of pure American stock, speaking only the English language. Because of the interest and advice of the management many parents in the mill villages of Southern cotton mills are giving their children every opportunity for a higher education and the result is most satisfactory. It is not unusual for young people from the mill villages to go to High School and college and afterward out into the world at large to hold all kinds of positions of trust and responsibility. Frequently there are stenographers, trained nurses, teachers, lawyers, doctors, and other professional people who have come out of the mill villages.

The Groves Mills management are men of very humane ideas. They are intensely interested in their help as a whole and are eager to encourage and help those who are ambitious and anxious to rise to a higher plane in life.



VILLAGE OF GROVES MILLS, INC., GASTONIA, N. C.

Clifton Manufacturing Company



CILFTON MANUFACTURING COMPANY, CLIFTON, S. C.

The Clifton Manufacturing Company was founded in 1880 by D. E. Converse and A. H. Twichell a few miles out of Spartanburg, S. C. The officers of the Clifton Manufacturing Company are J. C. Evins, president and treasurer; L. K. Anderson, secretary, and L. L. Brown, superintendent.

The mills are of modern mill construction, built of brick. They have a capital stock of $2,500,000. The equipment, which is driven by a combination of water, steam and electricity, consists of 86,800 spindles and 2,658 looms. The products are sheetings, drills and print cloths. All possible contrivances for safeguarding the health and comfort of their operatives have been installed by the management. The workers appreciate the consideration of the company and because of this kindly interest which has been manifested toward them they take a rare pride in their work and are careful to keep up the high standard of quality of the goods manufactured.

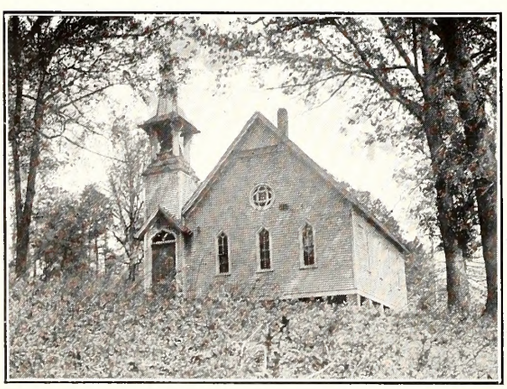
From Mr. Evins down to the heads of the different departments this friendly interest and co-operation has had the effect of keeping the operatives contented and happy. Mr. Evins insists that the heads of the departments keep a lookout for those employees that are ambitious and that they be advanced to positions of more responsibility just as fast as possible. Many of the operatives have been with the mills since the time they were first started; they came from the surrounding country in most instances, ignorant, illiterate people, whose lives had been spent as tenants on farms where they worked from dawn to dark, barely managing a mere living, with few or no advantages for their children, no hope for the future, no prospects for their old age. It did not take long after coming into the mills for them to become expert in their work, aided by the kindly superintendent and their own native wit. They realize the advantages to be derived from living in the mill community for both themselves and their children.

The Clifton Manufacturing Company started in a modest way and had its good years and its bad ones, but always there was a broad vision before the management and they were continually reaching out and striving for bigger, better things, both for themselves and their help. Today the plant consists of three splendid textile mills located within about three-quarters of a mile of each other along the banks of the Pacolet. The combined mills employ 1,100 operatives and the population of the three villages aggregate 2,500 people. The policy of the founders is not a selfish one. They do not belong to the greedy class of factory owners that one reads of in highly sensational novels and socialistic journals, but which is rarely met with in real life. They have done many splendid things for the benefit and uplift of their help, but they do not regard these things from a humanitarian standpoint alone, for they see better workers in the improved personnel of their employees. They recognize the fact that no high class product can be produced by low class employees and they would like to see every one of their operatives well educated, self respecting citizens.

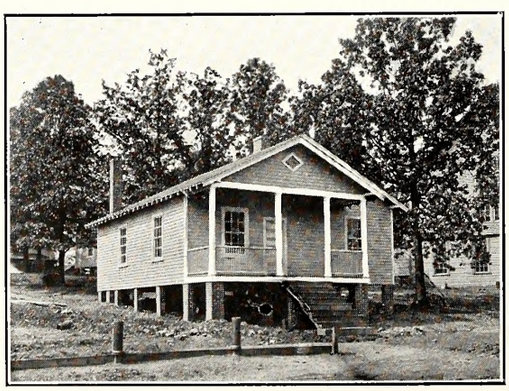
In the matter of education the management urge upon their operatives the necessity of giving their children a good education, and insist that they give them the benefit of the splendid advantages of which they themselves never had the opportunity. The mills have built in each village a modern construction, well built school building, modernly equipped in every respect. Nine teachers are employed to teach in these schools. Recently one large new brick school building with 14 class rooms, all modern and convenient, for white children and a frame school building for the colored people of the village, have been built by the mills. Twelve white teachers and one colored are employed in these schools. Five hundred and fifty pupils are enrolled at the big school. After finishing in this school many of the pupils go to Wofford College and other schools. They work in the mills during vacation and frequently Wofford College and High School Graduates are employed in the Mills.

The religious side of the mill people is cared for by five churches of various denominations. All are in a thriving condition. There are seven Sunday schools, all well attended.

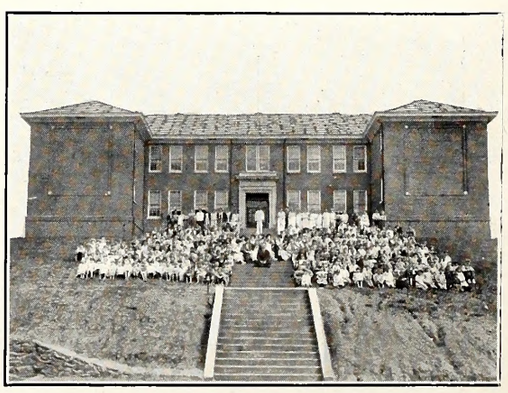
There are three mill villages, the combined number of houses being 467. These homes are attractive in design, well built and comfortable, consisting of from three to five rooms, all modern conveniences, such as running water, lights, sewerage, baths, screens, etc., are to be found in them. The villages are built upon well drained sites, and there is a keen spirit of rivalry among the inhabitants as to which village is kept in the best order.



CHURCH AT CLIFTON.

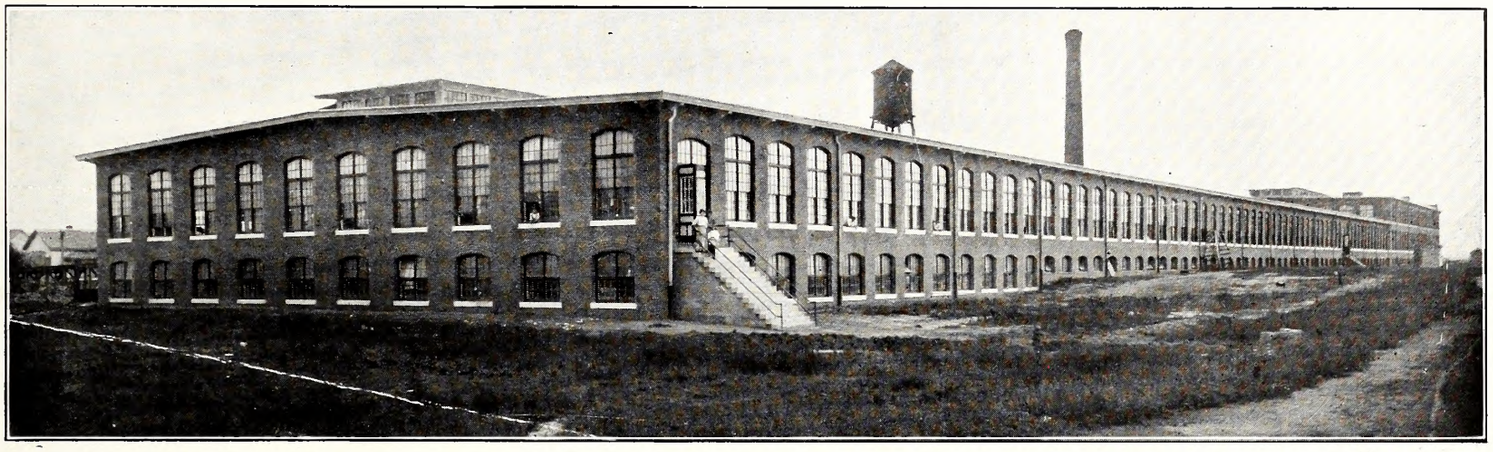


A CLIFTON HOME.



THE CLIFTON SCHOOL.

Watts Mills



WATTS MILLS, LAURENS, S. C.

In 1900 the Watts Mills were founded by W. E. Lucas, at Laurens, S. C. with a capilization of $125,000.-00. The officers at present are Geo. M. Wright, president and treasurer, W. A. Watts vice president. Ira B. Little secretary; E. G. Jessee, superintendent.

These men are wide awake business men thoroughly cognizant of the fact that to get best results in their mills they must have healthy, satisfied help, therefore, they deem money spent for making their people comfortable and happy is just as important as that spent to buy cotton for the mills. The mill buildings are of modern construction, with much thought and care given to securing the best machinery for the manufacture of their products. All kinds of devices for the improvement of working conditions and to enable their help to do their work more efficiently have been considered.

The result is that 43,200 spindles and 984 looms engaged in the manufacture of fancy cotton goods and novelties are of such type as to produce products that compare favorably with those manufactured hy any other mills. Six hundred and fifty employes are engaged in the mills, many of them have been with the company from the time the mills were founded and are skilled workers. They manifest a great deal of pride in the mills and are interested in keeping up a high standard of goods turned out.

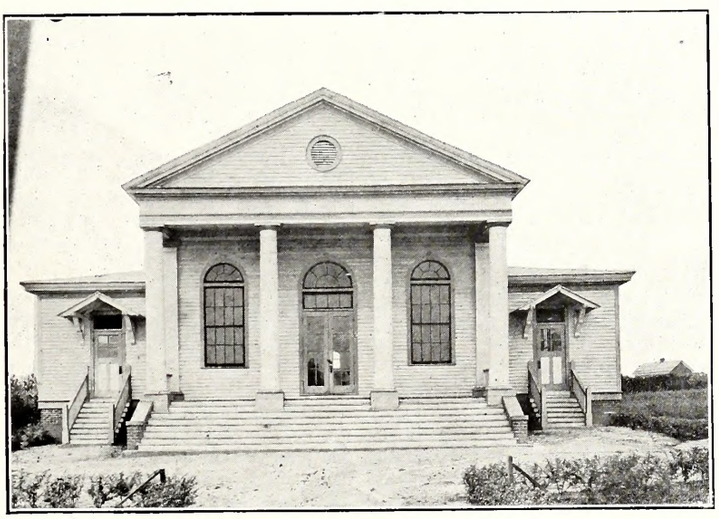
Few mills take more interest in their operatives or do more to raise them to a higher plane of society. The management has built a neat, attractive village of comfortable bungalow-type homes. There are 267 houses in all of from three to six rooms each. They are kept in good repair, painted inside and out, and have modern conveniences. Few operatives own homes because the rent in the village is so reasonable it is better to put their money in the savings bank. The village has a population of 1,500.

An excellent school house has been built by the management, nine teachers are employed with salaries paid by the mills and school distelligent youngsters who are interested in school as any other group of children. The parents are urged to realize the necessity of education for their children, and frequently, after they have completed the school course in the village the children are sent to town for higher education.

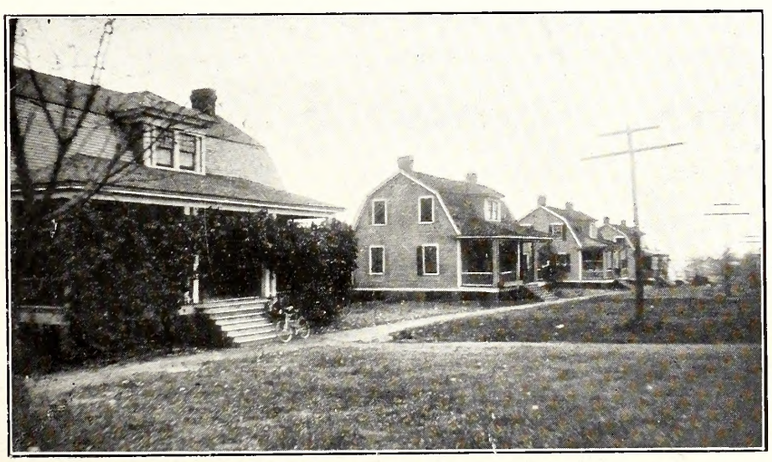
Two good churches, one Union built by the mills, the other Baptist, built by congregation, afford pleasant places of worship for the inhabitants of the village and three flourishing Sunday Schools give ample instruction to the youth, training them in paths of righteousness.

A library for those inclined to read gives a pleasant place to spend a while.

The community spirit of the village is excellent, the management foster this work by providing a trained welfare worker who, through her efficient efforts, has met with the most pleasing results. These people are all of pure Anglo-Saxon blood, with a spirit of ambition and pride that had been almost lost before they came into the mills because of the dull drab life they had worked from dawn to dark ekeing out a bare existence, living in uncomfortable houses, having to mortage their crops for bread even before they were grown. It is a little wonder they are contented and happy in the mills where they appreciate the friendly interest of the management and all that is done for themselves as well as the advantages offered their children to grow into better men and women.



CHURCH AT WATTS MILL



COTTAGES AT WATTS MILLS

The welfare worker has organized several clubs among the women and girls, there is a most enthusiastic Canning Club, a Mother's Club, and others purely social. Sports are encouraged such as baseball, basket ball and tennis. There is an excellent brass band. Parks and a well equipped play ground furnishes places for plenty of outdoor amusement.

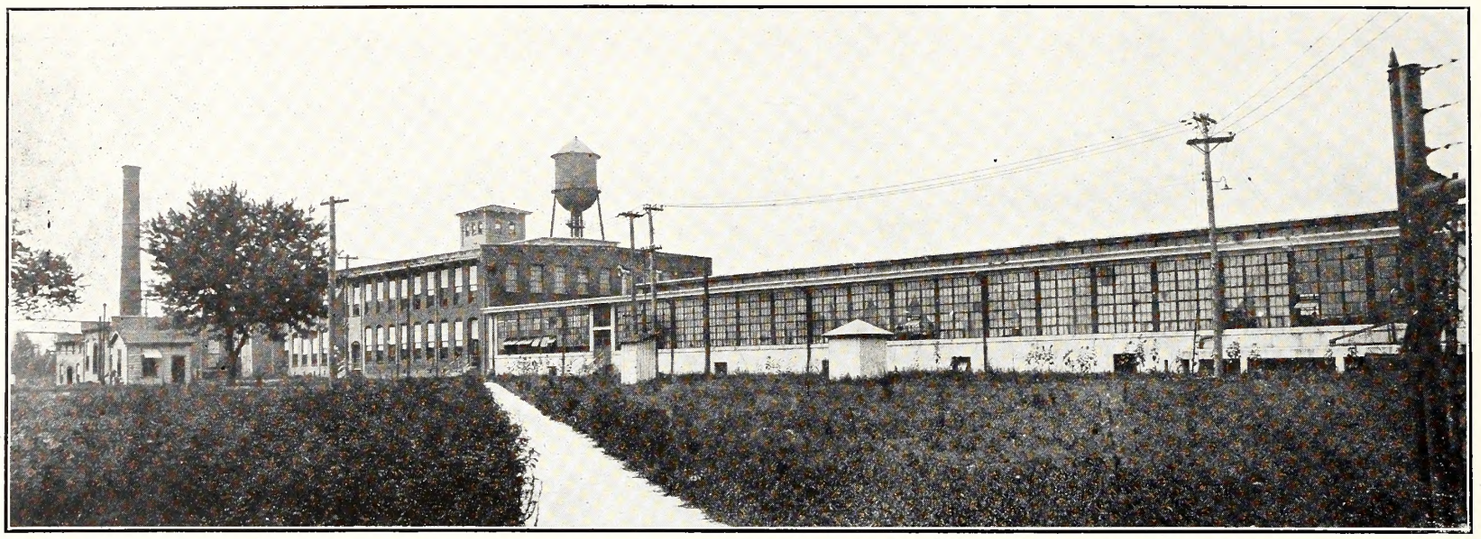
The social side of the community is of special interest to the management and they are constantly thinking of some sort of amusements and pleasure for the operatives. A very happy occasion is the annual picnic which is given for the operatives and their families. Everyone turns out. There is lots of fun, races, games, etc., and there are quantities of food for all present.

The mills have a policy of insuring their operatives and 90 per cent of them carry insurance. At least 40 per cent of them own their homes, some have outside interests and a number have savings accounts.

The people are a good class of help, industrious and thrifty. There is a very small percentage of "turn over" because the good wages, steady work and friendly interest of the management keep them contented.

Sports are encouraged among all classes, but the most popular is base ball. The mills have a splendid diamond and a well equipped, most expert team and there are many enthusiastic fans every time there is a game.

Fountain Cotton Mills



FOUNTAIN COTTON MILLS, TARBORO, N. C.

Tarboro, N. C., has a number of fine industries, several cotton mills included, none of which are better than mills of which Mr. W. A. Hart and his associates own and operate. Both of these mills are comparatively new and are modern in every respect.

The Fountain Cotton Mills were founded in 1918 and are capitalized at $600,000. The officers are: W. A. Hart, president; B. M. Hart vice president; R. C. Roberts, secretary; Harry Smith, treasurer; L. H. Beck, superintendent and manager.

The mills are of the daylight type, brick buildings one and two stories each. All modern contrivances for safeguarding the health and for making the operative as comfortable as possible and at the same time make for the greatest efficiency have been included in the plans of these mills. The equipment is equally as modern and up to date. There are 13,000 spindles and 336 looms, each one of which has its own individual motor drive thereby reducing danger of accidents to the minimum. The products of the mills are sheetings.

Two hundred operatives are employed in the Fountain Cotton Mills, fine, healthy, happy people, judging from their appearance. They are sober, industrious and well satisfied with working conditions in the mills and the good wages they receive. They are interested in their work and are skillful operatives. There is a fine atmosphere of pride and loyalty to the mills, and, at the same time, the people are very friendly toward each other.

All these things show in the quality of the goods manufactured and in the proseprous condition of the mills. No business can prosper without due consideration of the human element that enters into it. At the Fountain Cotton Mills there cannot the least bit of doubt as to the splendid treatment and kindly spirit shown the help. The management is thoroughly alive to the situation and very democratic in their ideas. They are ambitious for their people, help them in every way possible without patronizing them. There is such a thing as doing too much for one's help thereby depreciating their self respect.

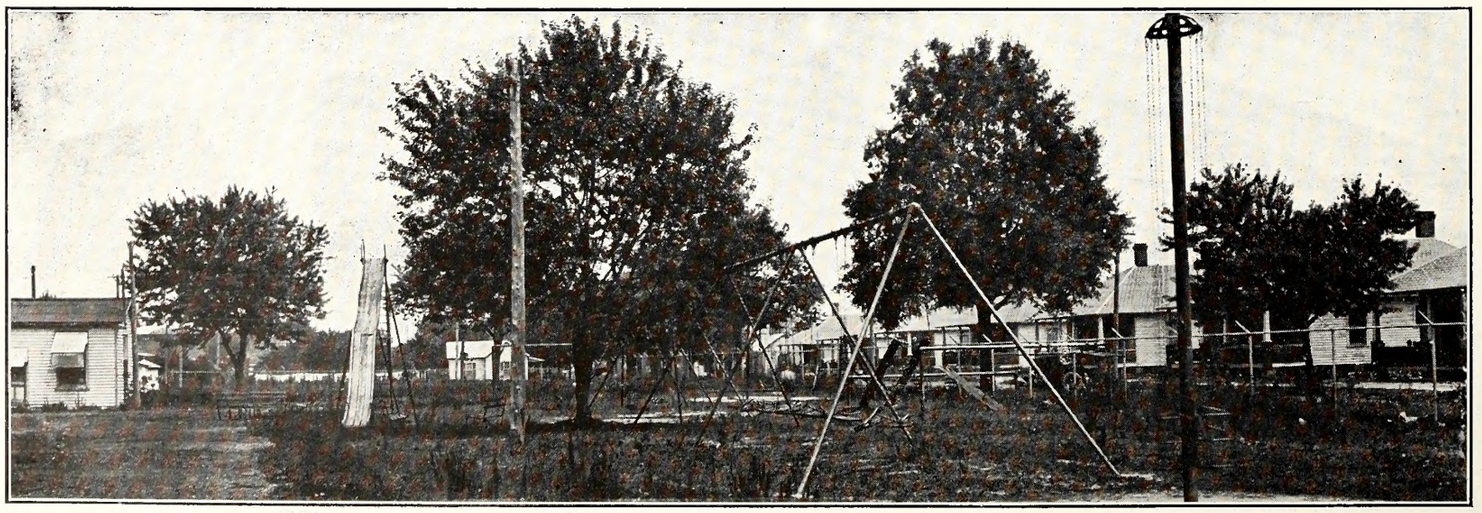
The operatives of the Fountain cotton mills do not necessarily need a mill village since the mills are located in the city. Many of them live in the vicinity in homes of their own, or other houses that suit them. The management has built thirty eight houses, some of the modern bungalow type; others are larger two stories.

The mill village has been given a great deal of consideration and much time and money spent on the planning and building of the whole. The streets and sidewalks are well cared for, which prevents so much tracking in of mud into the mills and homes. There are lots of shade trees, many of them native trees; others have been planted. Shrubs and hedges have a share in enhancing the beauty of both mills and village, and village, and bright flowers are in abundance throughout the village.

The houses provided for the operatives by the management are of modern architecture such as used in the up to date mill village, convenient and comfortable in arrangement, nicely painted inside and out. All city conveniences such as water, lights, baths, screens, sewerage, etc., are included in their equipment.

Through the direction of a trained worker a definite line of welfare work is carried on in the Fountain Mills in connection with Hart Cotton Mills. This worker has been able to arouse a fine spirit of civic pride among the inhabitants of the village, some 900 in number. Under the direction of this expert there are many fine vegetables raised in the village gardens and a great variety of beautiful flowers are planted around the houses. This work is stimulated by the free distribution of seed by the management and the offering of substantial prizes for the best kept premises, finest vegetables, fruit and flowers. There is also a Girls' Canning Club to take care of the surplus vegetables raised in the mill gardens.

Various clubs have been organized in the community for the benefit of the people. One of the most active of these is the Girls' Friendly Club, which has been of untold benefit in the village. There is a Boy Scout troop, too, that is doing much for the youth of the community. A brass band of 18 pieces is a source of both pride and pleasure and it is composed of mill operatives.



PLAYGROUND AT FOUNTAIN COTTON MILLS

Hart Cotton Mills

These mills were founded at Tarboro, N. C., in 1916 by W. A. Hart and associates and are under practically the same management as the Fountain Cotton Mills. The mills have been most successful since they first started operation and are larger than Fountain Cotton Mills.

The Hart Cotton Mills have a capital stock of $1,000,000. W. A. Hart is president; B. M. Hart, vice president and general manager; Harry Smith, secretary and Treasurer; L. H. Beck, superintendent and manager; J. V. Thompson, assistant superintendent. These executives are splendid business men of fine executive ability and untiring in their efforts to build up the organiztion as well as to make it a financial success.

They realize the important factor the human element plays in a progressive business and they set aside a certain sum for the purpose of uplifting and helping their operatives to a higher plane of citizenship. In doing this they are promoting their own interests as well. They know that an operative who is healthy, well paid, well fed, and who works and lives in pleasant surroundings gives the most efficient labor possible. Such a person will naturally take a keen interest in his work and be loyal to the management.

There is a very fine spirit of good fellowship among the operatives, heads of departments and management. Everyone feels free to seek advice or assistance at any time from the management or from each other. The operatives at the Hart mills are of an unusually good class and a high standard of morality is maintained both in the mills and in the community. The entire organization is sympathetic and helpful when a stranger comes into their midst, but should there be the least suspicion that the person is not desirable as a citizen he is quickly eliminated.

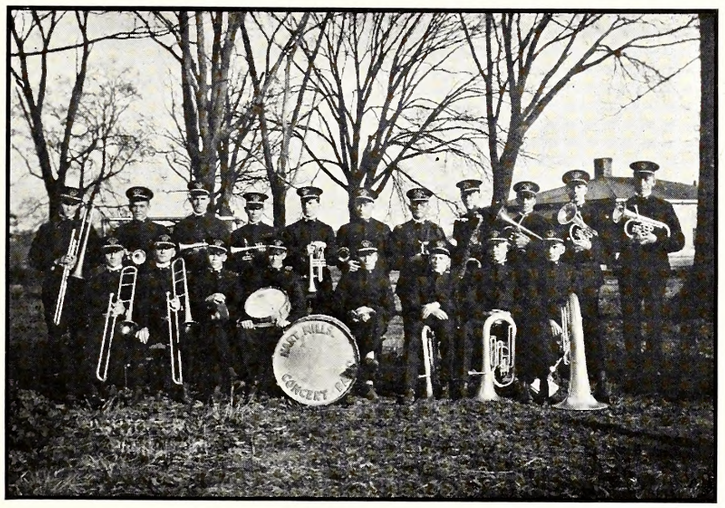
The Hart mills are of modern mill construction, well lighted. They have fine ventilation, a good system of humidifying, sanitary drinking fountains, an abundance of pure water piped over the mills, and are very sanitary and clean, making a most comfortable place to work. The equipment consists of 180,000 spin- equipment consists of 18,000 spin- Mills No. 1 manufacturers 20-2 ply yarns, chain warps, Universal tubes and Foster cones; Hart Mills No. 2 makes sheetings.

About two hundred and fifty operatives are employed at these mills. Many of these operatives came from the surrounding country from small homes of their own or from some farm where they were tenants. Before coming into the mills they had few comforts of life, little or no ready money, practically no advantages, and worked just as hard or harder than they do in the cotton mills. Today if one will pay a visit to the mills, he will be impressed by the pleasant expressions on their faces, their general healthy appearance and find them perfectly satisfied as well as very much interested in their work.

There is a policy in the mills to advance those who are ambitious as fast as their knowledge and ambition will permit. Many of the heads of departments have worked up from the humble position of doffer boy. Such men have a fine influence with the other operatives. They are on a very friendly footing with the help and are in a position to promote the common interest of the mills.

The mill village has a population of some 1,200. The company has built 82 homes, some of brick, others frame bungalows. Most of them are from three to five rooms in size. They are equipped with modern conveniences, have space for gardens and flowers.

In these mills there is a great deal done for the comfort and pleasure of the operative and his family through the kindly influence and leadership of a trained welfare worker.



HART MILLS CONCERT BAND

It does not take the people long after they understand the motive of the welfare worker for them to respond to her training and teaching. This is especially true of the young people who are employed in the mills.

Some one has said if we could improve our country and raise up a higher class of citizens we must begin with the children and that the young people are the hope of the future. The great textile industry of the South is doing more than any one other factor for the advancement and uplift of the poorer class of citizens in this section of the South. In giving the parents a place to work in the mills, in providing a home at a nominal cost, and showing them how to reduce the cost of living by raising vegetables, they are doing a fine thing, but that is only a beginning for a big, new field is opened up in the way of oportunities for the children of such parents—the future citizens of our country, pure Anglo-Saxon children of all American stock. And it is the children who are being educated to a higher plane of citizenship in the fine graded schools, sent to Sunday School and given religious training. At Tarboro the mill families have all the advantages of that progressive little city in the way of intellectual advancement and amusement. The management explains to their help why they must give their children the best possible education and stand ready to assist them in doing so.

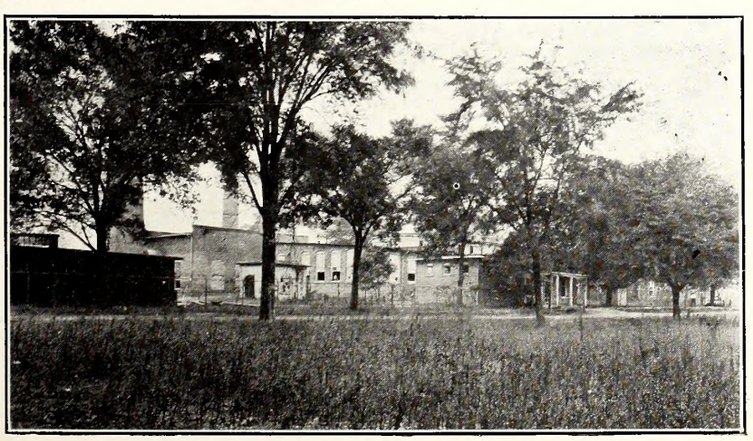
There is a band stand in the pretty grove which is used as a playground and a park. A brass band composed of operatives from the mills renders pleasing concerts for the benefit of the community. The playground is equipped with a number of devices for the amusement of the children. There is a crack baseball team which has a most enthusiastic following.

There is a girls' canning club with a large membership which has put up many fine cans of vegetables and fruits, all of which has helped to reduce the cost of living and furnish a variety of excellent dishes for home consumption.

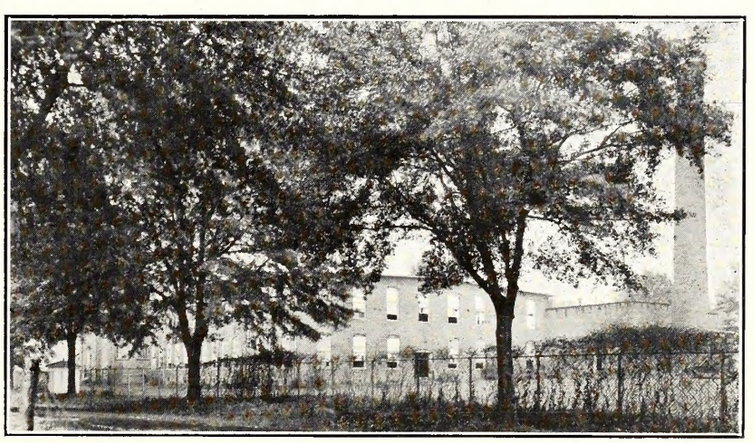
A number of the operatives at Hart Cotton Mills have been with the old mills as long as thirty years About 80 per cent of the operatives are insured. Perhaps one third or more are saving money and quite a few own their homes.

The mills have an organized fire department which works in connection with the city fire department.

The percentage of labor turn over at the Hart Mills is very small indeed, there being only about 2 per cent last year. What better evidence of the contentment of the people could one want.

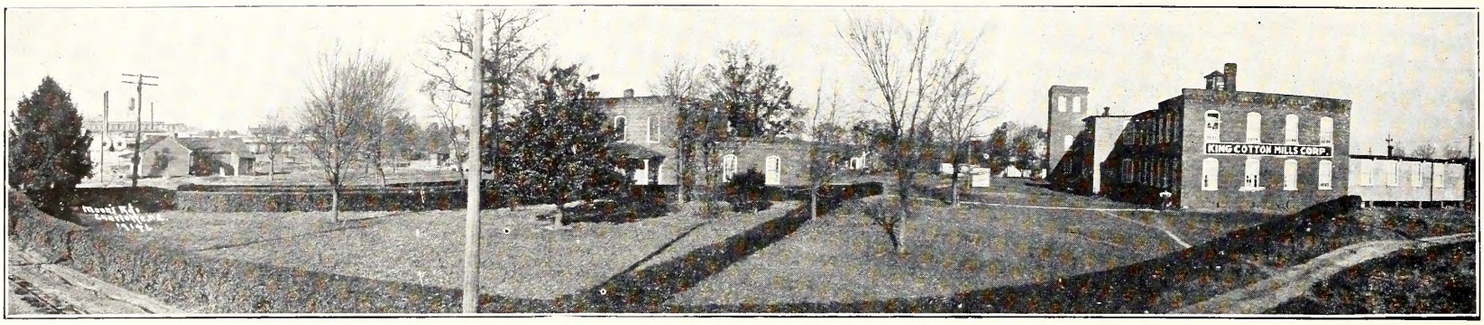


HART MILLS NO. 1, TARBORO, N. C.



HART MILLS NO. 2, TARBORO, N. C.

King Cotton Mills



KING COTTON MILLS CORPORATION, BURLINGTON, N. C.

Burlington, is the county seat of Alamance County, N. C., and that particular county and section of the state is noted for its pioneers in the textile industry. Burlington is a progressive, up-to-date little city with exceptionally fined advantages for its citizens.

King Cotton Mills Corporation is one of the cotton mills fortunate enough to be located within the city limits of Burlington, consequently their operatives have every advantage of the city. Burlington has a splendid public school system and the children of the mill operatives have equally as good advantages for getting an excellent education as the children of the first citizens of Burlington. Many of the children from the mill families have proven themselves just as bright and intelligent as the children of any other class of citizens of the town. Frequently they finish grammar school and take higher courses finishing in a creditable manner and then equip themselves for positions of trust and responsibility in other walks of life. Others go through school and return to the mills to places beside their parents, ambitious to rise higher in the business. The management appreciates this ambition and are ever ready to help and promote those who merit it to higher positions.

Also, those mill operatives who live in Burlington, as in other progressive towns have unusual opportunities for intellectual advancement and amusements as well as religious advantages, through the many lectures, entertainments, libraries, theaters, and the various city churches. As a rule mill people are of a religious turn of mind and are very much interested in all church work.

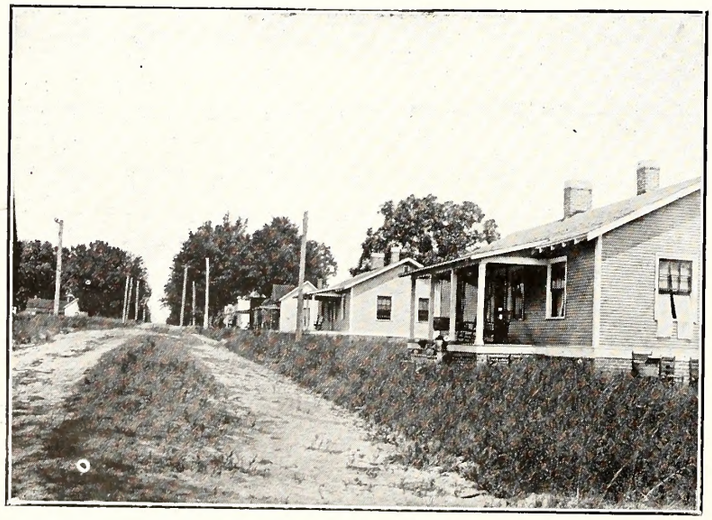
The officers of the King Cotton Mills Corporation are progressive, wide-awake gentlemen who have made a decided success of the cotton mill business. Their splendid business ability, coupled with keen judgment and fine humanitarian ideas, has not been confined entirely to the making of money for themselves. They have a warm personal interest in their operatives. Realizing that to make a success of any business the welfare and happiness of the operative is of paramount importance, they have spared neither money nor labor in making their mills the equal of any in the way of a healthful, pleasant place to work. To get the most efficient production the most approved machinery must be combined with good working conditions. Mr. Robt. M. Jeffress general manager and vice president is a modern young business man, always alert and open for conviction when any new idea is presented that will prove beneficial to his operatives. Mr. Jeffress was one of the first managers to install, at large expense, a carrier air conducting system which forces into every room pure, fresh air that has been washed free from all lint and dust particles, as well as other impurities, in passing through the purifying machinery of the system. The entrance of the pure air forces out the stale impure air. During the winter months it is rewashed and returned in a purified condition, to the mills. In the summer the air is taken from the outside, washed and purified and forced into the buildings. Thus the atmosphere is kept perfectly pure, free from lint and at an even temperature. Those not familiar with cotton mills may at sometime "pity the mill operative who has to work such long hours during the long hot summer days." These persons would be very much surprised were they to walk into a busy cotton mill on the very hottest summer day to find the temperature delightfully cool, far more pleasant than to be found in the best stores or offices of the country.

Mr. Jeffress conceived the novel idea of providing a uniform for the women and girls who work in the King Cotton Mills. This plan has proven most satisfactory. The uniforms are furnished the operatives at a much lower price than they could possibly buy the goods to have the garments made. The operatives are also required to wear neat caps which protect the hair.

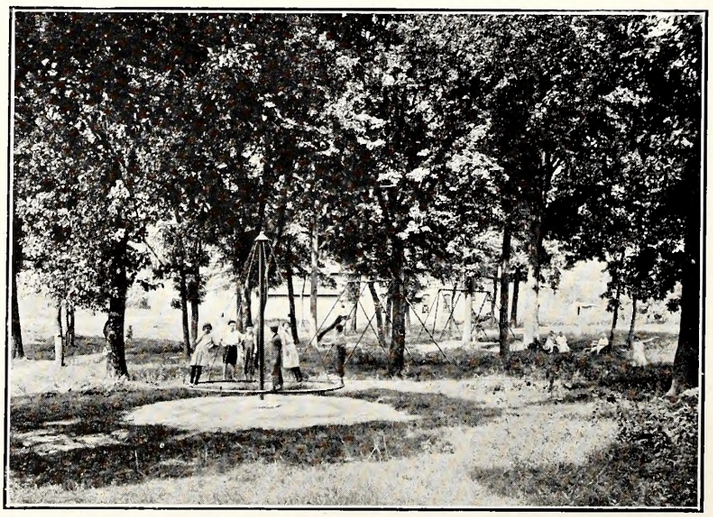
Approximately 100 operatives are employed in the King Cotton Mills. A visit to these mills and a mere glance at the operatives is sufficient to make one understand that the operatives are a high grade lot of workers, in fine physical condition, intelligent and capable. They are keenly interested in their work and take a loyal pride in keeping up a high standard of quality of goods produced. They appreciate the interest of the management, a good many of them have been with the mills since they first started.

Those operatives who prefer to live in the mill village occupy a very pretty part of Burlington. The streets are well kept, shade trees are everywhere. The cottages themselves are quite modern, having just been newly painted and put into first class repair, indeed they are never allowed to be in any other condition. There are from three to five rooms in each cottage. Lights, water and sewerage are to be found in each. The houses are rented at a very low rate and the electric lights are furnished at a flat rate of 10 cents a week.

Mr. Jeffress, as general manager, has the warm endorsement and support of the other officers of the mills. These are: Thos. F. Jeffress, president-treasurer; Henry M. Holladay, secretary; Ben Lawson, assistant general manager and T. L. Curlee, superintendent. Mr. Curlee is a man of wide experience in the textile business and it is largely due to his untiring efforts that the product of the mills is so favorably known in the markets.

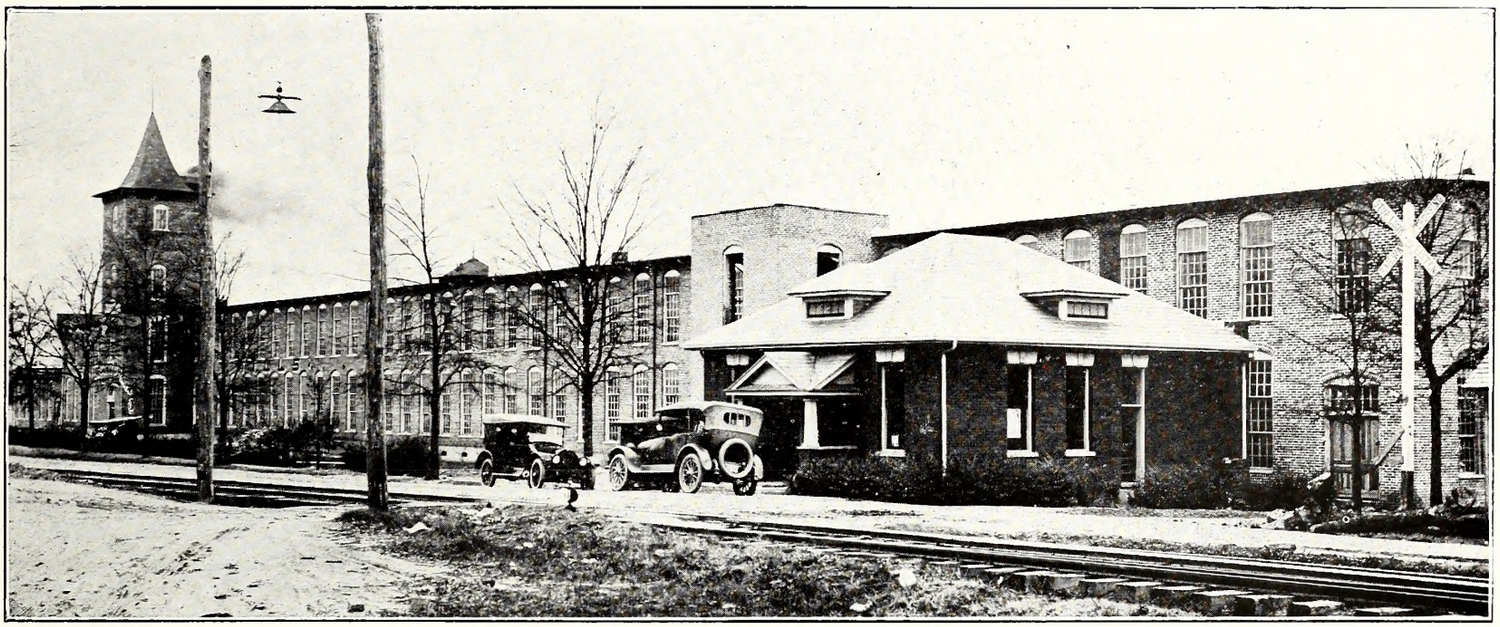


COTTAGES AT KING COTTON MILL



PLAYGROUND AT KING COTTON MILLS

Shelby Cotton Mills



SHELBY COTTON MILLS, SHELBY, N. C.

The Shelby Cotton Mills have grown from a small establishment in 1900 with a few thousand spindles and 100 looms to the largest plant in Cleveland county, having 20,882 spindles and 400 automatic looms. This growth is a testimonial of wise management and harmonious co-operation between employer and employees.

During its entire existence, it has never had a strike nor the slightest ripple of labor disturbance.

C. C. Blanton is president of the corporation; J. C. Smith, secretary and treasurer; R. T. LeGrand, superintendent and manager. The capital stock has remained $150,000 the surplus of the mills for many years being put back into the plant in improvements until today the company is worth many times its capitalization.

The buildings are of modern mill construction, bright, sunny and attractive, both on the inside and out. Due consideration has been given to working conditions in these mills and the systems of ventilating, humidifying and heating are of the most approved type. The equipment is up-to-date, and in keeping with the rest of the plant. The spindles and looms are driven by electricity and 300 employees are engaged in the manufacture of sateen, pajama checks and twills.

The splendid success of these mills is due in a large measure to the fine executive ability of Messrs. Smith and LeGrand. They know the mill business from top to botom and handle their employees with kindness and tact.

The mills own a tract of 50 to 60 arces surrounding the plant and the village has a most desirable location in the southwest section of Shelby. There is an entire absence of the crowded conditions existing in some of the Eastern mill centers. There is an average of less than three employees to the cotage, the mill owning over 100 neat residences mostly of the bungalow type. They have electric lights, sewerage, water works and other modern convenience.

There is ample space around each cottage for gardening and raising flowers. The people keep their homes in a clean, sanitary manner, and take a great deal of pride in the appearance of their premises. The growing of fine vegetables has been greatly encouraged by the management.

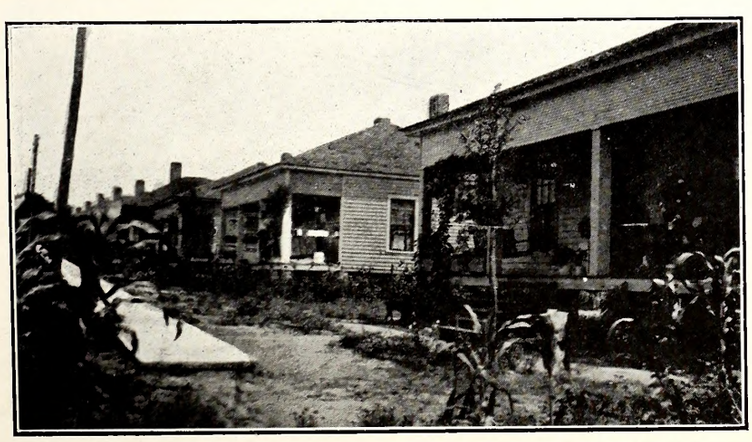
The mills give cash prizes each year for the most neatly kept premises and also for the best vegetables.

In the way of educational facilities, the children of the mill operatives enjoy exceptional advantages. The town of Shelby completed last year a brik two-story graded school building near the mill at a cost of $25,000, the land being donated by the Shelby Mill Company. The mill children attend this school up to the eighth grade and for their higher studies attend the Shelby High School, four blocks away, where the highest standards are maintained. There is near the mill structure, a play ground for the children with swings, trapeze, rockers, chutes etc. There is provided, also, a large athletic park where various games are staged.

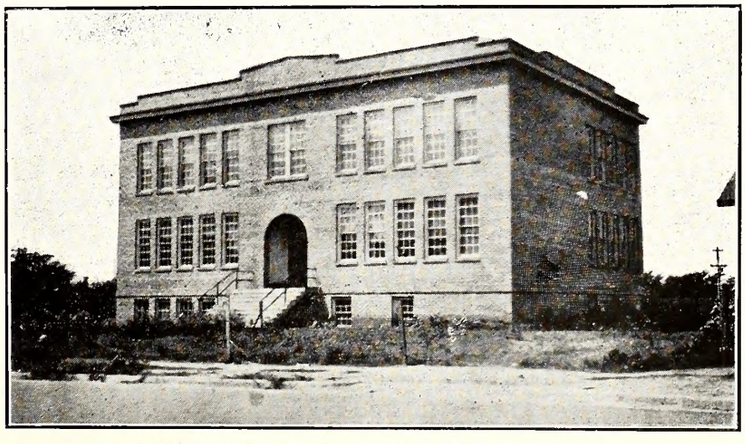
The mill families attend religious services in the various churches of Shelby and are perfectly at home with the other members of the congregations. Some of the operatives take an active part in the church work. The mills maintain a good Union Sunday School in the village which is well attended by the younger element.

In the way of amusements and intellectual diversions the village folks have the advantages offered by the town of Shelby. There are lectures, concerts, moving pictures, which are well patronized. The average cotton mill operative is today in a position to indulge in such things. They are paid good wages and through the interest of the management they are able to live far cheaper than many people in other occupations. Their houses are generally furnished at a very low retntal. They can secure their wood and coal at actual cost to the mills, and in many other ways they are greatly benefitted by their connection with the mills.

As stated above, working conditions are very desirable in the Shelby Cotton Mills.



COTTAGES AT SHELBY COTTON MILLS



PUBLIC SCHOOL THAT MILL CHILDREN ATTEND

Wateree and Addison Mills



THE WATEREE MILLS, CAMDEN, S. C.

The Wateree Mills are located at Camden, S. C., and is the largest industrial plant in that thriving little city. It was founded in 1917.

The officers are Henry P. Kendall, president and treasurer; H. R. Lane, vice president; J. A. Valentine, secretary; H. K. Hallett, superintendent, and A. S. Paine, manager. The capital stock is $400,000, the buildings are four story brick, modern mill construction and the equipment consists of 18,816 spindles and 420 looms, the products being gauze and sheetings. The working conditions in the Wateree mills are as pleasant and comfortable as possible, it being the policy of the management to give their help every reasonable consideration. The machinery is all very modern and of the type best suited for the most efficient production.

Two hundred and ninety operatives are employed in the Wateree mills, and live in the beautiful little village which has a population of approximately 650 inhabitants. The management has built one hundred and thirteen pretty cottages of pleasing architecture. They are of the bungalow type, convenient in arrangement, furnished with lights, water, and in some instances, sewerage, and all thoroughly screened. The water is examined at regular intervals. Each cottage has plenty of garden space and flowers are grown in profusion. A number of operatives have bought homes of their own, besides these many have bought lots recently.

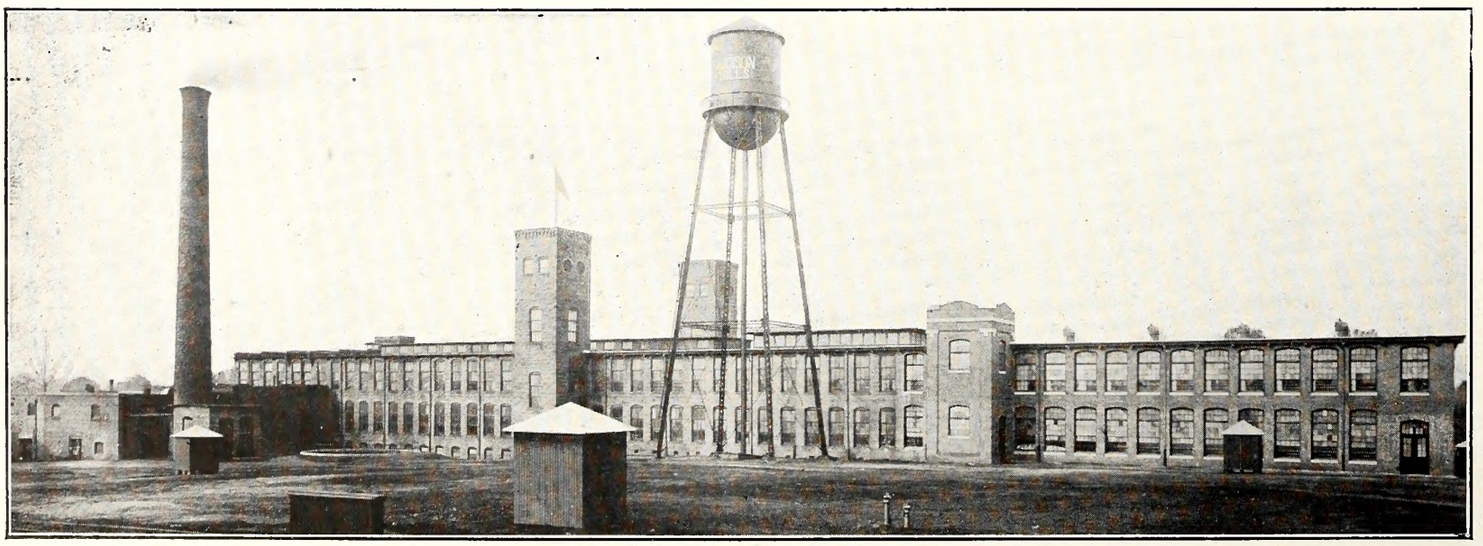
Space forbids going into details but some of the notable advantages offered the operative at Wateree are: Excellent wages, educational facilities of the Camden public schools, a kindergarten in village; a 10 weeks' night school each winter; good churches and Sunday schools. There is a library for the use of boys and girls, magazines in circulation through the village; "Girls' Reserves" Club for girls from 12 to 18 years of age, "Fairy" Club for girls 8 to 12 years; a Club for the women; a boys' club; clubs and secret orders for the men.

A large well equipped play ground, tennis court, swimming pool kindergarten, summer school, music school, community sings, personal work with individuals, services of a practical nurse, brass band are available to the workers.

Addison Mills, located at Edgefield, S. C., are owned by the Lewis Manufacturing Company, Walpole, Mass., as is the Wateree Mills at Camden. The management is the same as of the Wateree Mills, with the exception of T. A. Hightower, superintendent. The company was incorporated in 1917.

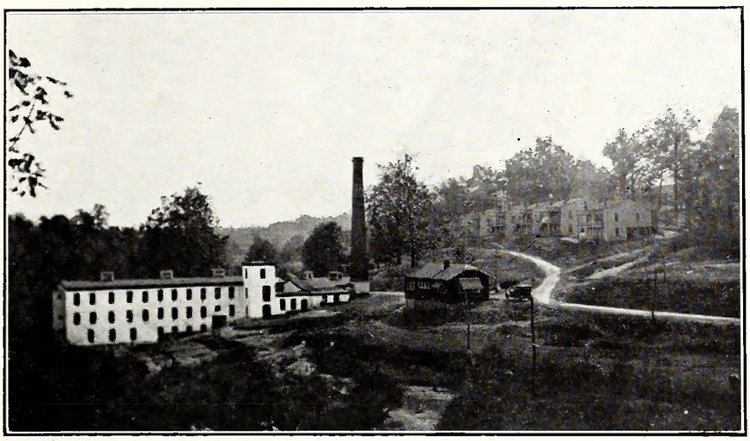
These, like the Wateree, are excellent, though smaller. The capital stock is $175,000 and the equipment is 17,312 spindles and 312 looms which manufacture medical gauze. The buildings, like the equipment, are two story, modern mill construction.

At the Addison Mills the pretty little village has been carefully laid out and built. The cottages, 56 in number, are of from 3 to 6 rooms each, neat and convenient, equipped with water works, artesian water; some have sewerage, all electric lights. Eight new bungalows have just been built. The mills and village are kept in a beautiful, sanitary manner, many fine shade trees hedges, vines, plants and flowers enhance the beauty of the whole.

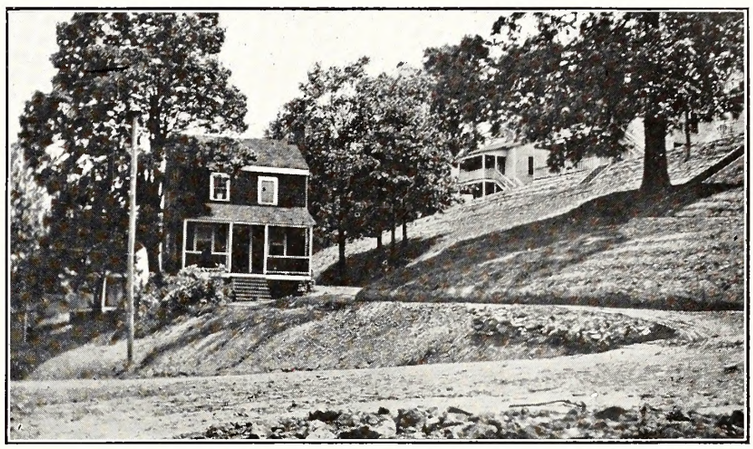


THE ADDISON MILLS, EDGEFIELD, S. C.

Vardry and Corley Mills



VARDRY MILLS, GREENVILLE, S. C.



VILLAGE SCENE, VARDRY MILLS.

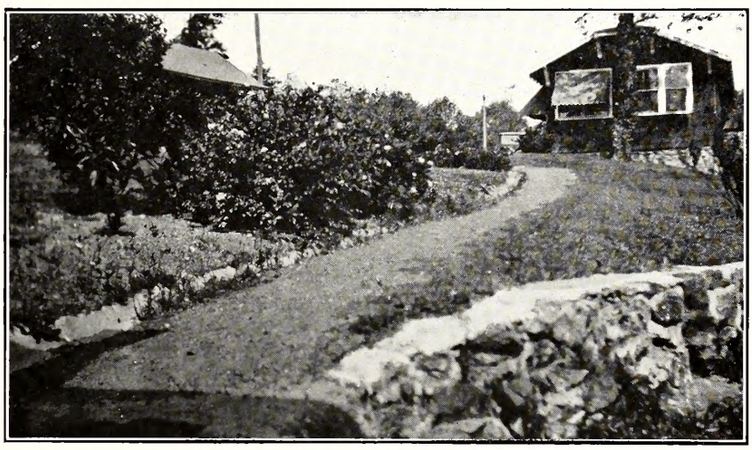
Both the Corley Mills, Inc., which are located at Cumberland, N. C. and the Vardry Cotton Mills located at Greenville, S. C.

The officers of the mills are president, Clifton Corley; secretary and treasurer, W. E. Dupre, Atlanta, Ga.; vice-president, J. Vance McCougan, J. W. Corley is superintendent of the Vardry Mills and L. Culbreth superintendent of the Corley Mills, Inc.

The Corley Mills, Inc. are capitalized at $475,000.00 with an equipment of 10,000 spindles, manufacturing combed cotton yarns. The Vardry Mills have a capital stock of $140,000.00 and 4,320 spindles and manufacture cotton yarns.

The living conditions at these two mills are all that could be desired. While the Vardy Mills were among the first built at Greenville, S. C., there has been a systematic renewal and replacement since they have come into the present management. Located on the Reedy River in the very heart of Greenville, S. C., they have every advantage of that thriving little industrial city. It is not necessary for the management to build schools or churches for their operatives as there are none better in the state than the graded schools of Greenville, and the operatives feel perfectly at home in the churches of the town.

The houses provided for the operatives in the beautiful little mill village are modern in every respect. The old houses have been made more convenient and up-to-date, all are kept in good repair, well painted, fitted with electric lights, sewerage and baths.



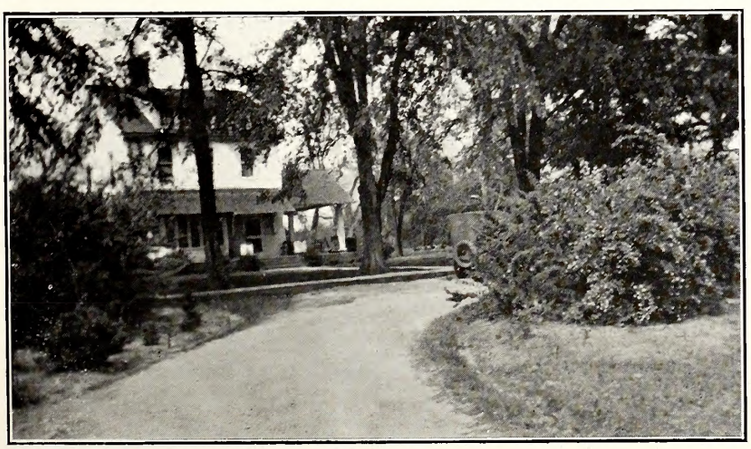
OFFICE OF VARDRY MILL

There is a fine community spirit prevalent, the families are always ready to help each other. The management is keenly interested in their operatives, always ready to endorse and support any movement put on foot for the advancement and uplift of their people. Play grounds have been established for the little children. There is baseball park for the boys and various clubs have been organized among the operatives for their entertainments as well as instruction.

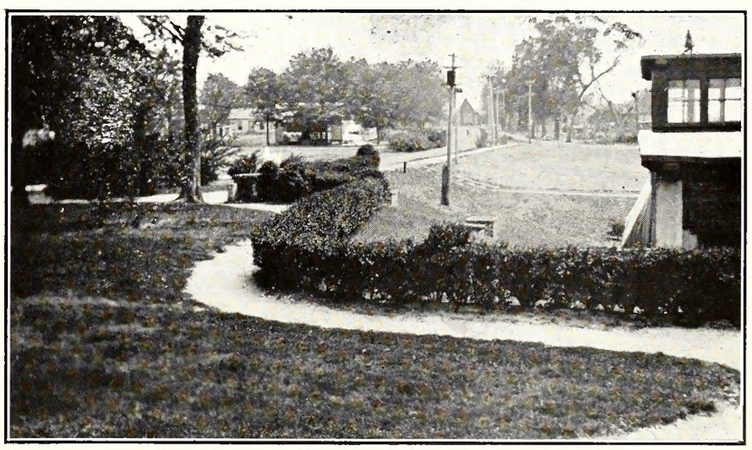
The Corley Mills, Inc. are very beautifully located near Fayetteville, N. C., and have their own pretty village with a population of approximately four hundred inhabitants. Living conditions are all that go to make up a modern mill village. The pretty houses are convenient and comfortably arranged with an abundance of pure water, electric lights, plenty of space for a good garden, flowers and fruits.

Many of the operatives have been with the mills since they first started operations and would hardly call any other place home. These people take a great deal of pride in the mills and community. A factor that has done a wonderful lot of good for the people is a Civic League composed of the mill families the aim of which has been to promote civic pride in the homes and the village. The will cared for streets and premises are one of the results. Trees and flowers have been planted everywhere.

A good school house built and maintained by the management affords excellent educational opportunities for the children. There is a kindergarten for the little ones, as well as a modernly equipped play ground. There is a park for the older people, a swimming pool, a well stocked library for the use of the operatives and their families. There is also an auditorium which is used for entertainments and public meetings. A beautiful mill pond, well stocked with fish is the scene of much sport. Sports of all kinds are encouraged, especially are the boys and men interested in base ball, hunting and fishing.

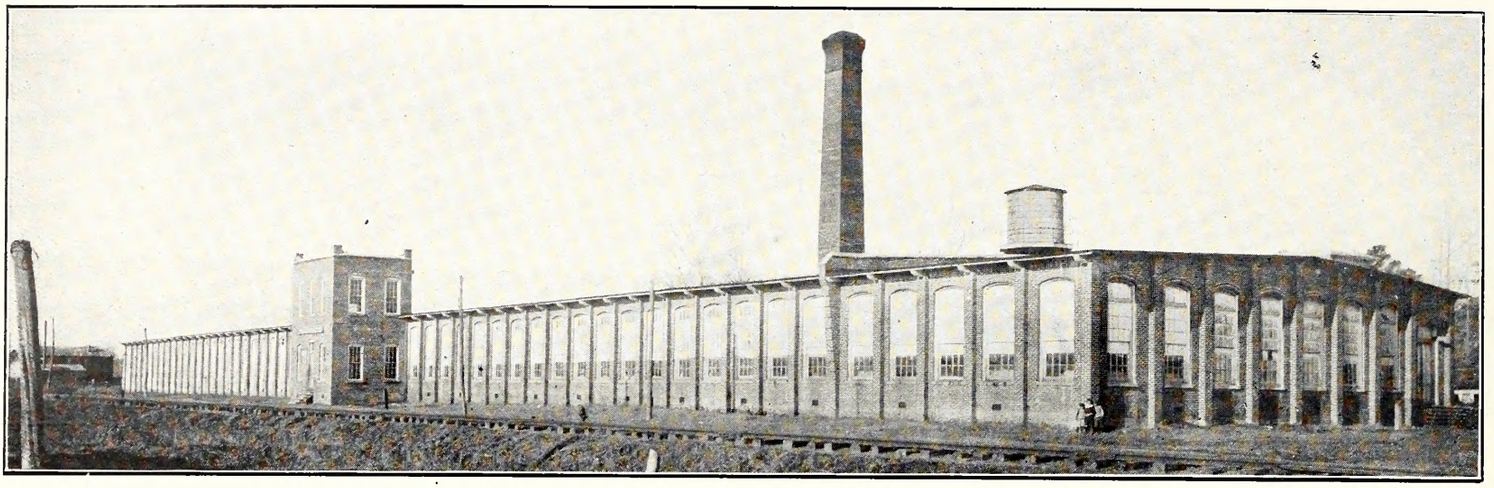


SUPERINTENDENT'S HOME, CORLEY MILLS.



PARK AND MILL, CORLEY MILL, CUMBERLAND, S. C.

Elizabeth City Cotton Mills



ELIZABETH CITY COTTON MILLS, ELIZABETH CITY, N. C.

The Elizabeth Cotton Mills were founded in 1896 at Elizabeth City, North Carolina. The executives are: Chas. H. Robinson, president; C. O. Robinson, vice-president; J. G. Gregory, secretary and treasurer; J. L. Gregson superintendent. From the very beginning, because of the careful management and splendid financering, coupled with ambition and untiring energy on the part of the officers, the Elizabeth City Cotton Mills have had a enjoyed a continual growth and a prosperous condition.

The capital stock of the mills is $300,000 and the mill buildings are one story brick, of the day light type. Great pains and much thought was expended upon the lighting, ventilating, humidifying and heating of the mills in order to obtain the most perfect working conditions for the operatives. The equipment consists of 11,600 spindles driven by steam.

It has been the policy of the management to replace and renew the equipment from time to time in order to keep everything modern and up to date. Cotton yarns, 24-2, and 26-2 and carpet yarns are the products of these mills.

One hundred operatives are employed. These, with their familiies live in the pretty little mill village which has been built by the company. Since the mills are located within the city limits of Elizabeth City the streets and pavements as well as water and sewerage are a part of the city system. The mills have done a great deal to beautify their village by planting trees and shrubbery throughout and the 31 houses which they have built are kept neatly painted and attractive in appearance. These cottages vary in size so that each family may have the number of rooms desired. There are also some two story houses, a boarding house for the single people. It is the aim of the management to make their houses as convenient and comfortable as possible. They are equipped with modern conveniences such as water, lights, etc. Each cottage has ample space in the rear for raising vegetables, fruits, etc., and a nice yard in front gives an opportunity for beautifying the place and making it more homelike in appearance by the planting of flowers and vines. There is an inherent love of the beautiful in almost every soul and these people employed at the Elizabeth Cotton Mills are no exception to the rule, no cottage being without its adornment of pots and plants and bright hued flowers around the yard.

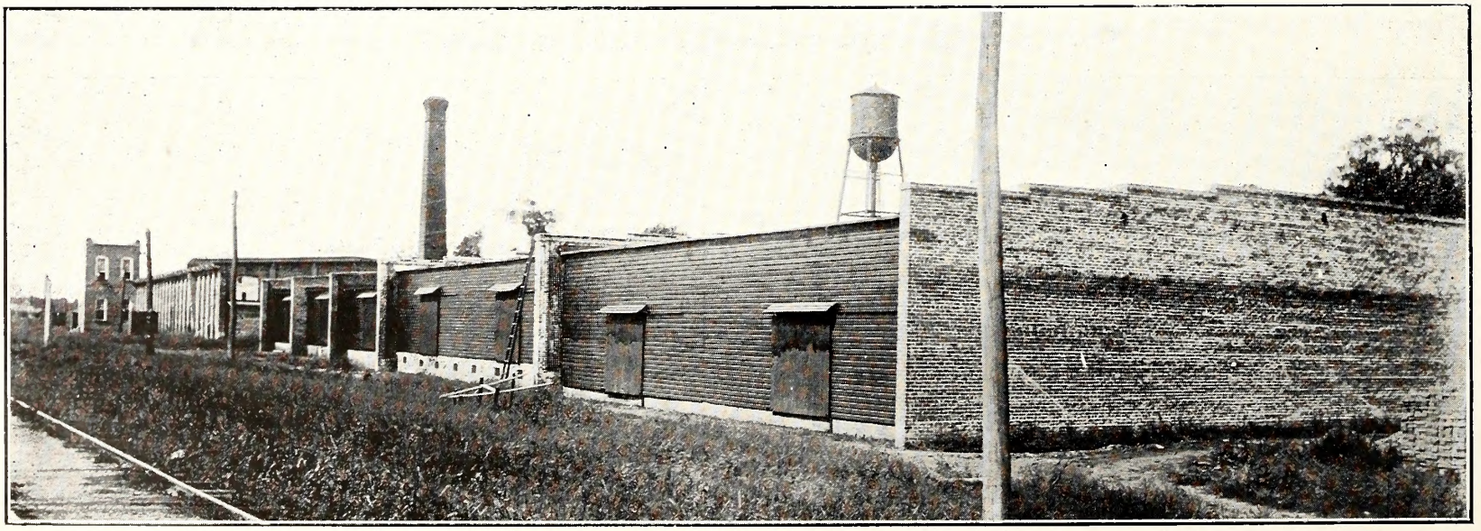
A well organized line of welfare work is carried on in the mill community under the capable direction of Mrs. Anna Lewis. It would be very nearly impossible to relate all the wonderful results of the work among the mill people. Mrs. Lewis is not only a trained worker but a lady possessed of much gentleness and a fine judgement of humanity, this coupled with tactfulness and patience has enabled her to work her way into the hearts of the people, win their confidence and admiration in such a manner as to instill in them her ideas of hygienic living, sanitary cleanliness and civic pride in their homes and premises.

She has classes for mothers in home making, sewing domestic science, care of their children, etc. Indeed there is nothing pertaining to the lives of the mill families that does not interest Mrs. Lewis. The people know this and do not hesitate to come to her for any assistance they may need. She also plans many novel entertainments and amusements for the benefit of the people.

Sports of all kinds are encouraged but the most popular of all is baseball. The operatives have an excellent team and are most enthusiastic over their splendid success.

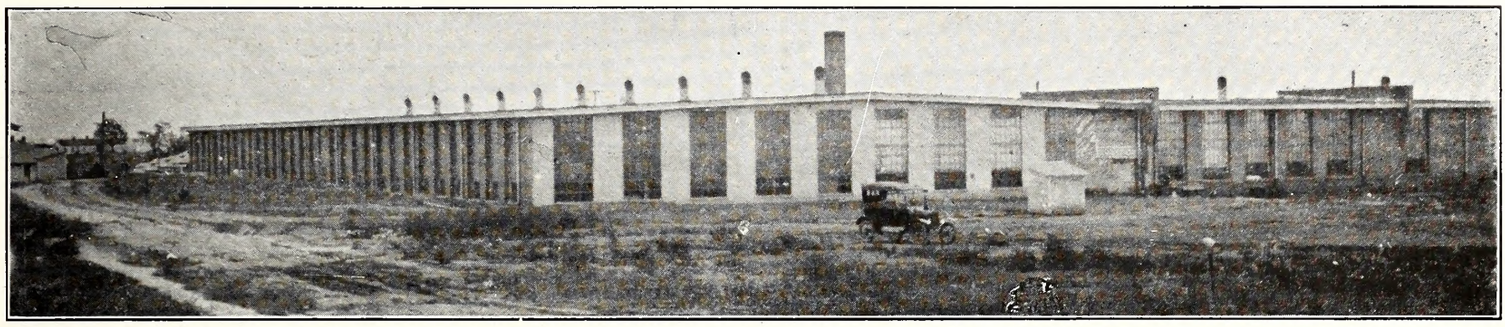
A great many of the operatives have been with the management for as long as fifteen years. Most of them came to the mills from the surrounding country, having lived in the vicinity all their lives. They are a very good class of help, sober, industrious, healthy and well satisfied. Their lives are very different in the mill village and the mills from the way they lived in their former homes. Here they receive good wages, have steady employment in a thoroughly healthy, pleasant environment, live in more comfotable homes and have far more ready money than they possessed before in their lives. Besides all these things they have the many advantages offered for culture, amusement and religious worship to be found in such a progressive little town as Elizabeth City.

There is a very friendly, sympathetic atmosphere of helpfulness and common interests in the whole community and mills.



WAREHOUSE AT ELIZABETH CITY COTTON MILLS

Ranlo Manufacturing Company



RANLO MANUFACTURING COMPANY, RANLO, N. C.

The Ranlo Manufacturing Co., located at Ranlo, N. C., Gaston county, near Gastonia, is such a splendid cotton manufacturing plant that it is simply out of the question to tell all the many fine things that they do for their help in any space and to try to put it in just the few paragraphs alloted the writer is impossible.

The best thing for any one interested in the living and working conditions as they exist at the Ranlo Manufacturing Company to do is to go there and investigate for himself.

One can see from the picture of the mill accompanying this story that the mill building is the very last word in modern mill construction. The plant was erected in 1917. The equipment consists of 6,048 spindles and 38 looms, driven by electricity. Individual motor drives are a noteworthy feature of this mill. The mill manufactures automobile tire fabrics and cords.

Two hundred and twenty operatives are employed in the Ranlo mills and live in the little village of approximately four hundred inhabitants. Much thought, labor and money were expended in the planning and building of the beautiful little village of the Ranlo Company.

The type of houses erected for the operatives is the most modern style of architecture. There eighty such houses, thoroughly modern in appearance and conveniences, fully screened and have water, sewerage, baths, electric lights. In fact they are good enough for anybody to live in.

Each cottage has space for a garden and a pretty yard in front. Chickens and cows and hogs are allowed the operatives, provided they abide by the very strict sanitary rules of the community.

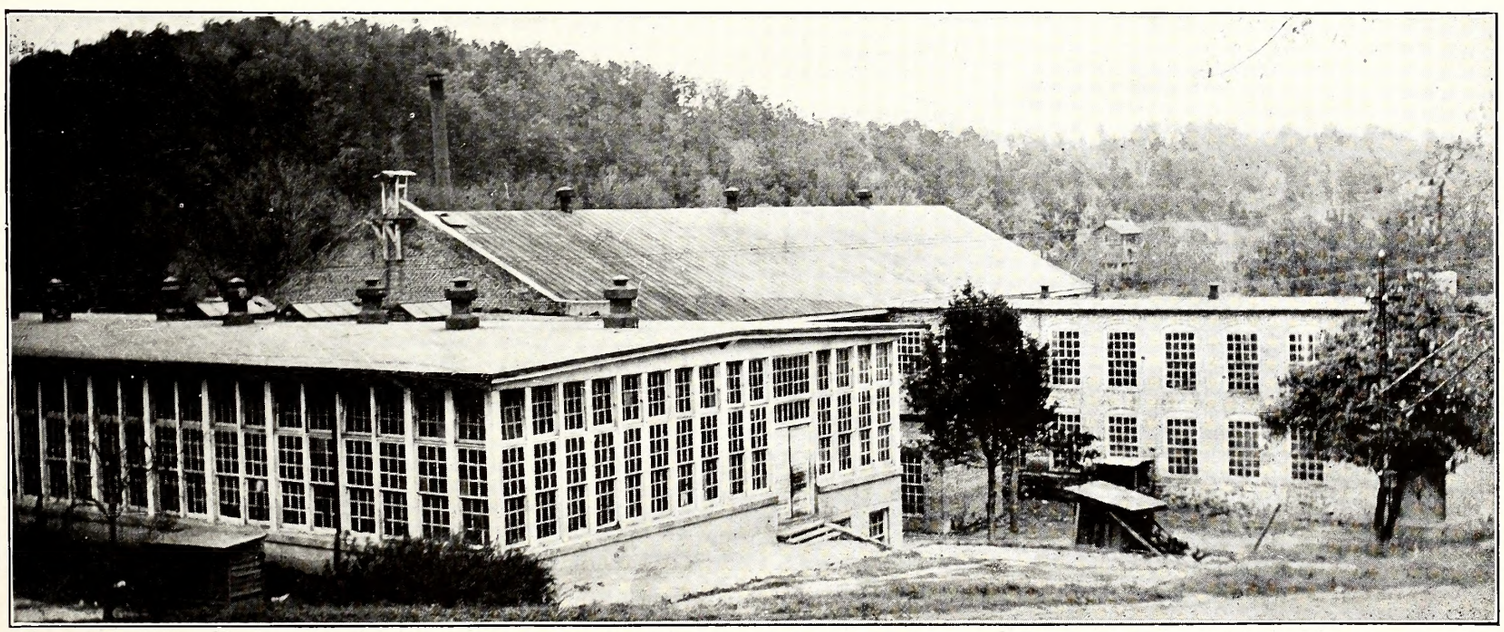
The operatives send their children to the graded schools of the town of Ranlo. Two churches have been built in the village by the mills and members of the denominations represented, Methodist and Baptist.

A well defined line of work for the improvement and advancement of the mill's people is carried on at their expense, under the supervision of a trained worker. The rapid strides in this line are most gratifying.

Clubs for girls, for women, for men and boys, for self improvement, for the improvement of the community, for amusement, have been organized and are active in the community. There is a library, playgrounds for the children, parks for older persons and an excellent brass band of twenty pieces. The latter is the pride of the operatives. Sports of all kinds are encouraged and assisted.

The officers are: John C. Rankin, president; W. J. Clifford, vice president; J. B. Reeves, secretary; W. T. Love, treasurer; J. A. McFalls, superintendent.

Spencer Mountain Mill



THE SPENCER MOUNTAIN MILLS, SPENCER MOUNTAIN, N. C.

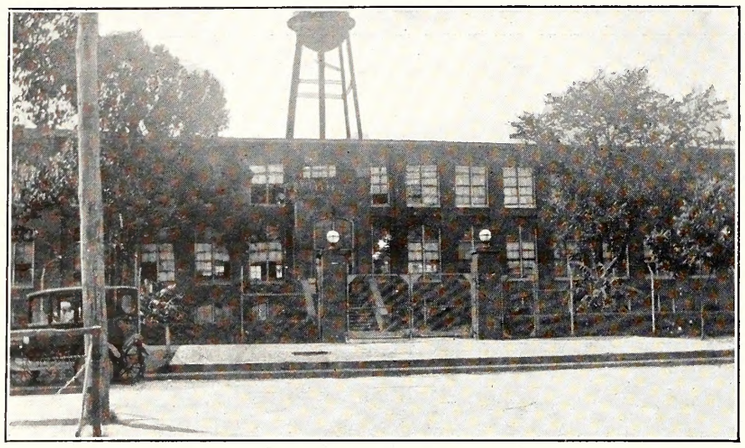
It would be hard to find a more beautiful and healthful location for a manufacturing plant of any kind than the one occupied by the Spencer Mountain Mills. Nestling at the foot of the mountain among the beautiful trees as though seeking the protection and quiet of the great hill, there is a very busy little community that revolves around the great textile plant.

These mills are prosperous and progressive. The executives, whose very names are coupled with all that is up to date and successful in the cotton mill business, are John C. Rankin, president; Mrs. E. C. Wilson, vice president; W. T. Love, secretary and treasurer; with J. H. Sills, superintendent.

The capital stock is $100,000. The buildings are of standard mill construction, two story, brick and concrete. The equipment consists of 7,0772 spindles and 150 looms, driven by hydro-electric power. Cotton yarns and cotton damask of a very fine quality are the products.

One hundred and seventy-five operatives find employment in the Spencer Mountain Mills. They are intelligent, healthy, contented operatives, their very faces and general appearance attesting these facts. They are skilled in their line of work, interested and loyal.

Thomaston Cotton Mills



THOMASTON COTTON MILLS, THOMASTON, GA.



COMMUNITY HOUSE, THOMASTON COTTON MILLS

The Thomaston Cotton Mills are located at East Thomaston, a suburb of Thomaston, Ga. and are the pride of the county.

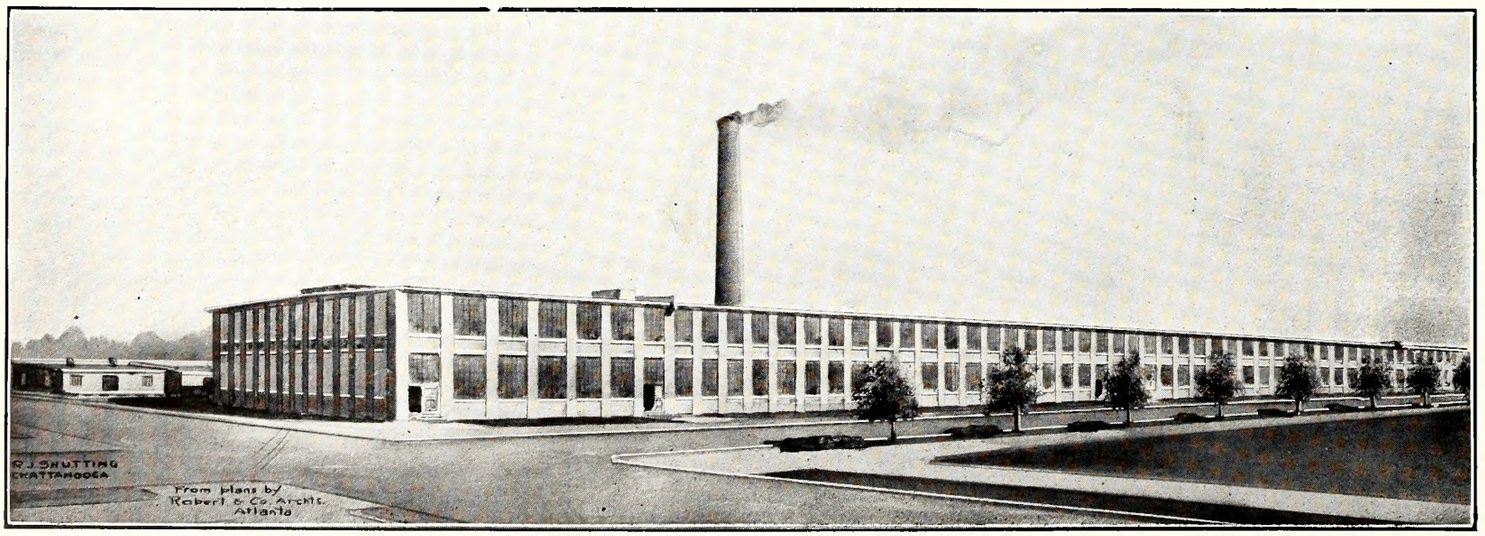
The Thomaston Mills have a capital stock of $2,700,000, and equipment of 75,000 spindles and 453 looms, the products are sheetings, ducks, drills and tire fabrics.

No group of mills in the South are more prosperous or progressive. The executives are a group of gentlemen well known for their keen business judgement and fine humanitarian treatment of their operatives. The Thomaston Mills are under the same control and management as the Peerless, except that A. E. Massey is the general superintendent. Just a plain, unassumman who has grown up with the mills, having been with them for the last thirteen years. He has a thorough practical knowledge of the cotton mills business, is untiring in his work for the prosperity of the mills and the advancement of his people.

On a visit to the mills the writer told Mr. R. E. Hightower, Jr. and Mr. Massey that it was impossible to do justice to living and working condition at Thomaston Cotton Mills in any space, to say nothing of a half page. The mills and community go to make up a magnificent organization where the dominant spirit is good fellowship, loyal pride in the mills and the village.

Among the good things which are being done for the operatives some that stand out prominently are: Every operative with the mills for a period of thirty days is given a life insurance policy that is worth at the time $200.00, this is inereased $50.00 a year until it is worth $500.-00. A beautiful community house which cost $50,00.00, well appointed throughout, elevated stage, scenery, electric lights, electric fans, opera house chairs, and a fine piano in the main auditorium which has a seating capacity of 2,500, here moving pictures of the best type are given, all sorts of entertainments, public meetings, preaching services, when necessary. This building also equipped with radio. There is a kindergarten for the children.

Peerless Cotton Mills



PEERLESS COTTON MILLS, THOMASTON, GA.

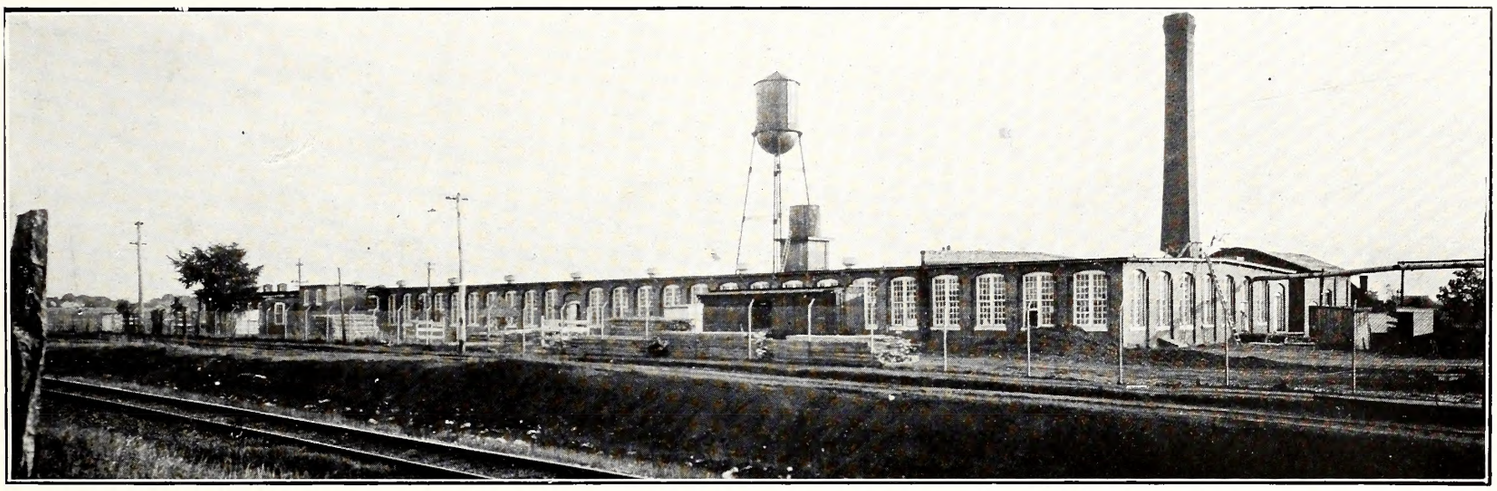
Thomaston, Ga. has two splendid cotton mills among its various industries. The newer of these mills is the Peerless Cotton Mills which have only been in operation a few years.

The officers of the Peerless Mills are: W. H. Hightower, president; R. E. Hightower, Jr., secretary and treasurer; A. T. Matthews vice-president, and R. Milwood Matthews superintendent. The capital stock is $1,700,000.00.

The beautiful two story brick building is of modern mill construction, with numerous devices for the safeguarding of the health of the operatives, as well as the finest sort of systems for ventilating, lighting, heating and humidifying. This mill is indeed a model of its kind. The equipment is equally as modern, of the most approved type ducks, drills and tire fabrics which are the products of the mills. There are 27,000 spindles and 620 looms in operation. Efficiency is the last word in these mills, the operatives are intelligent, skilled operatives who, for the most part, are natives of Georgia.

The management has built a the mills, the streets are wide, nice shade trees have been planted throughout. Both streets and sidewalks are kept in excellent condition. The houses are of the modern bungalow type, very pretty on the outside, nicely painted; inside the walls are tinted in pleasing colors, the floors are very pretty. Excellent plumbing, lights, baths all go to make comfortable homes for the operatives.

Aldora Mills



ALDORA MILLS,, BARNESVILLE, GA.

The Aldora Cotton Mills are located at Aldora, Ga., a little suburb of Barnesville. H. Y. McCord of Atlanta, Ga. is president; F. M. Inman, Atlanta, secretary and treasurer; R. E. Hightower, Thomaston, Ga. vice-president; general manager A. T. Matthews, Thomaston; superintendent, C. H. Eldridge.

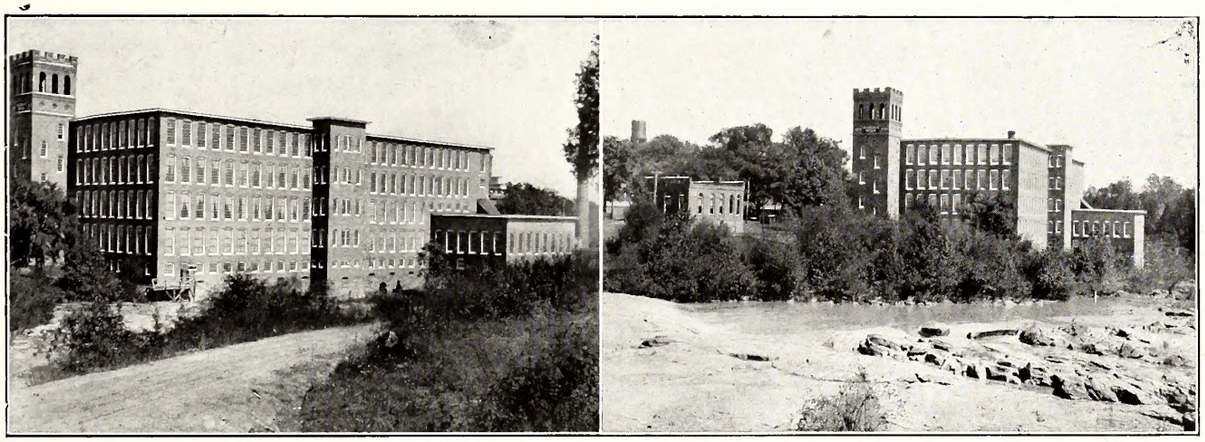
The capital stock is $400,000.00 and the equipment consists of 13,874 spindles and 12 looms; the product is tire fabrics.

A beautiful little village of about one thousand population belongs to the mills; the cottages are of a modern type usually found in an up-to-date mill village. They have such conveniences as water, sewerage, baths, and electric lights; plenty of space for gardens and flowers. Many shade trees have been planted throughout the village. Prizes are offered for best kept premises, finest gardens, flowers, etc.

Since the Aldora Mills are under practically the same management as the Thomaston Cotton Mills they are run on the same principles, the help gets more than a "square deal" for the management never tires of doing good things for their operatives.

A fine class of help is found in the Aldora Mills. Most of the come from the country right around the mills. Accustomed to hard work, long hours and poor houses with few conveniences before coming to the mills, they thoroughly appreciate the excellent wages paid, the comfortable homes and splendid working conditions. They are able to educate their children at the modern school maintained by the management for the village children. The mills have built one church, Baptist denomination, for the use of the people. There are parks, playgrounds, a community building for all sorts of meeting and public entertainments. A good baseball team, a string band, various clubs and secret orders are to be found in the community and add much to the pleasure of the employees.

The D. E. Converse Company



D. E. CONVERSE COMPANY, GLENDALE, S. C.

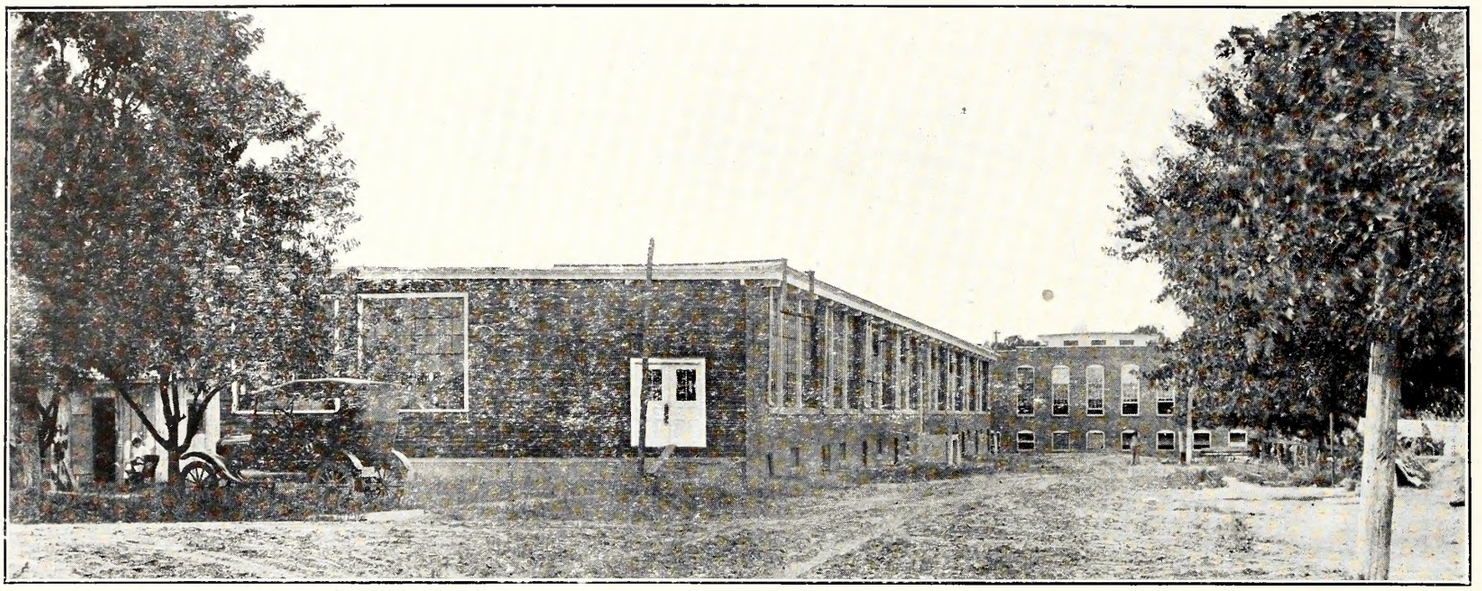
Glendale, S. C. was once called Bivingsville after Dr. James Bivings who came from Lincolnton, N. C., built and operated this mill starting up about 1830. When Dr. Leitner bought the plant and operBivings left Bivingsville to begin similar operations elsewhere, J. H. tary and treasurer; Jas. J. Daniell ated it until the beginning of the war between the states. Leitner was succeeded as owner and manufacturer by John Bomar. After the Civil War the property was rebuilt under the firm of Bomar, Converse and Zimmerman. About 1868 Mr. Bomar died and the mills fell into the hands of D. E. Converse and A. H. Twichell.

The present officers are W. E. Lindsay, president and treasurer; S. J. DuPre, secretary, and R. F. Bagwell, superintendent. The mills have a capital stock of $1,000,000. The equipment consists of 37,988 spindles and 930 looms driven by water and steam as the mills are located on a branch of the Pacolet river, six miles from Spartanburg, S. C. The products of the mills are brown sheetings, drills and print cloths. The pictures of the beautiful mill buildings shown give evidence of the progressiveness of the management, as well as an eye for the artistic. Naturally such men have broad visions and realize that money invested for the comfort and convenience of their 300 operatives is well spent not only from the appreciation of their help, but in the greater pride manifested in the mills and the higher quality of goods manufactured by contented workers.

A beautiful little village containing 130 cottages of five and six rooms each, modern in every respect, neatly painted, in good repair, screened and with lights, sewerage and electricity, makes a most attractive place for the operatives and their families to live. Some of the help own their own houses but rent is so cheap they prefer, as a rule, to live in the mill village and save their money for other purposes.

There is a fine brick school building which the mills have built and a four teacher school is maintained for the children of the operatives. The management tries to make their help realize that they should make their children take advantage of the splendid opportunities offered for an education. Some 230 children attend school.

Mansfield Mills, Inc.



MANSFIELD MILLS, INC., LUMBERTON, N. C.

The Mansfield Mills, Inc., are composed of a group of mills which were founded in 1900. The plants are the Lumberton and Dresden Mills. The Mansfield Group is under the management of local business men of Lumberton, N. C., and is located in East Lumberton. The executives are H. B. Jennings, president and treasurer; P. W. McClain, vice-president; F. R. Gray, secretary, and W. R. Tattersall, general superintendent. They are capitalized at $1,000,000.

The combined equipment of the Mansfield group is 40,000 spindles and 600 looms, driven by hydro-electric power. Six hundred and fifty operatives are employed in the mills. The products are yarns.

The executives are a group of splendid gentlemen of fine democratic ideas, wide awake and progressive in every respect.

They have given a great deal of attention to the human element in their mills, for they realize what an important factor the operative plays in any business. The executives of the Mansfield Mills are on very friendly terms with their help. Many of the operatives came from the vicinity of the mills and have known the executives always. There is a certain sympathetic understanding and a loyal pride in the mills that cannot be found in mills where the rules and orders must be printed in a half dozen foreign languages and pasted upon the walls, in order to have the operatives understand what is to be done. The operatives at the Mansfield Mills are all of pure American stock, speaking only the English language, and while they may be illiterate to a certain extent, they are apt and intelligent, and it does not take them long to become expert operatives.

The management appreciate those who are ambitious and promote them as rapidly as they deserve. Many of the heads of the departments, overseers, foremen, begun in an humble position and have worked up to places of responsibility.

Naturally, the working conditions in the Mansfield group of mills are most pleasant and comfortable. There is a policy of renewal and replacement in effect that means the buildings and equipment is kept up-to-date and perfectly modern in every respect. The environment in the mills is most satisfactory. Ventilation, heating, lighting, humidifying, are all done in the most modern way. Everything is perfectly sanitary, plenty of pure fresh water is piped over the entire plants. The outside of the plants are kept clean and made attractive by many shade trees, clumps of shrubbery and bright flowers.

The buildings of the Mansfield Mills are of modern mill construction, slow burning.

The operatives show that they are happy and contented, well dressed, well fed, and busy. There is no sign of unrest or ill health.

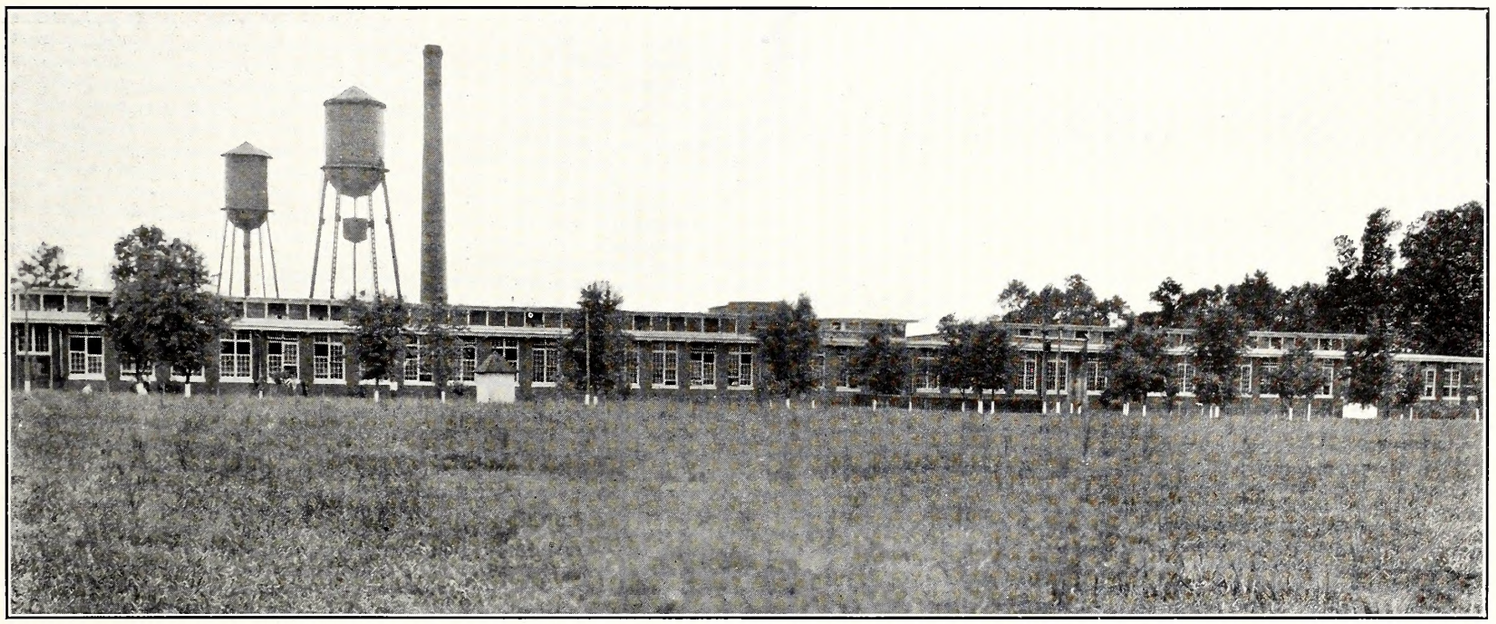
The population of the village is approximately 1,500. The management takes a great deal of pride in their village and they have every reason for being proud of it. Much time and money has been spent in the development of the village and it is most attractive. Pretty shade trees along the streets, which are well kept, good sidewalks, electric lights throughout the village, as well as in every house, plenty of pure water, and fine gardens and beautiful flowers everywhere, make the place most pleasant. There are several playgrounds and parks that are pleasure to the older people and a joy to the little ones who romp and play, gaining health and exercise as they enjoy the various play devices with which the grounds are equipped. A fine brass band is the delight of all.

There is a good baseball diamond and a cracker-jack team that is the pride of the community. Basketball is popular, too, and has well-kept grounds.



DAIRY SCENE, MANSFIELD MILLS, INC.

Jennings Cotton Mill



JENNINGS COTTON MILL, LUMBERTON, N. C.

The Jennings Cotton Mills are located at East Lumberton, N. C., and are under practically the same management as the Mansfield Mills, Inc. The executives are: H. B. Jennings, president and treasurer; R. E. White, vice-president; F. P. Gray, secretary; W. H. Tattersall, general superintendent.

The mills are capitalized at $275,000 and the equipment consists of 16,900 spindles. The Jennings Mills were founded in 1911 by Mr. H. B. Jennings and associates and have been under the same management all the time. Mr. Jennings is a textile man of wide experience and knowledge. This, coupled with his fine executive ability and keen business judgment, have been largely instrumental in making the splendid success that it is.

The Jennings Mills are of modern mill construction with careful attention given to every detail in the building that would make it most healthful and comfortable for the operatives. The devices for heating, ventilating and humidifying the buildings are of the most approved type. Lighting facilities are such as to produce a fine soft light at all times, which prevents eye strain of any kind on the part of the operative. The machinery in the Jennings Cotton Mills is of a type best suited for the greatest efficiency on the part of the operative. It is driven by steam. The health of the operatives has been considered from all angles and a visitor to the mills would feel convinced that the help was healthy, happy and very much interested in their work. The working conditions are reflected in their bright smiles, clear complexions and strong bodies.

The products of the mills are combed peeler hosiery yarns and carded colored yarns. Two hundred operatives are employed in this splendid plant, sober, industrious people, intelligent and skilled workers. Many of them have been with the mills since they were first started and it is little wonder that they should be contented, for the management has a way of making their people feel that they are keenly interested in their welfare and are anxious to do all they can to promote their happiness and opportunities for self improvement and the advancement of their families.

The pretty mill village is favorably located on a well drained eminence. It was carefully planned and laid out, just the same as was the mill grounds. A large amount of labor and money has been expended in beautifying the place, planting shade trees, making good streets and sidewalks and building nice homes for the use of the operatives. There are 81 houses which have been built by the mills, frame cottages of modern mill style, varying in size from three to six rooms. Each house has modern conveniences such as plenty of closets, built in cabinets, porches, electric lights, sewerage, kitchen sinks, baths. There is ample ground accompanying each cottage for the planting of vegetables and trees and flowers. The management encourages the people in the raising of vegetables, as it enables them to have a supply of fresh, green stuff in summer for very little trouble and they are taught to can the surplus for winter.

The village has a population of 600 inhabitants. The children of the village are sent to school to the nice modern school house which has been provided by the mill company. This school is well equipped with modern school facilities. Three teachers are employed who are paid by the county and funds from the mills. The children from the mill families are bright, happy youngsters and do as well in their school work as do children from any other homes. The Jennings Mill takes a special pride in giving their operatives opportunities to advance and those who are ambitious have every possible chance to rise higher in the work. It is not an unusual thing for little doffer boys to become overseers in the very same cotton mills where they first used to have such good times working a while earning their first pennies and then having an equally good time out on the well equipped playgrounds. And frequently some girl who started to work in the cotton mills will become an expert stenographer or private secretary in the very same mills where she commenced to work.

There is a most democratic spirit in the Jennings Mills. The operatives and the executives are all on very friendly terms with each other. In fact, many of them have known each other from childhood days. There is a helping hand and a sympathetic understanding between the two that means a great deal in the success of any great industry. The help is very loyal to their mills and their executives. They take pride in their work and the standard of goods manufactured. Indeed they feel that they are in a large measure responsible for the reputation of the products.

The religious life of the village is taken care of by a Baptist church built by the people and liberal donations from the mills. There is a good Sunday school and much interest is manifested in church work.

The Jennings Mill has one of the most attractive playgrounds in this State. It is arranged in an eight-acre park which has been laid out in keeping with the latest ideas in landscape gardening. The shrubbery, shade trees, roses and other flowers make it a spot of unusual beauty. In point of equipment, this playground will compare very favorably with those maintained by the larger cities.

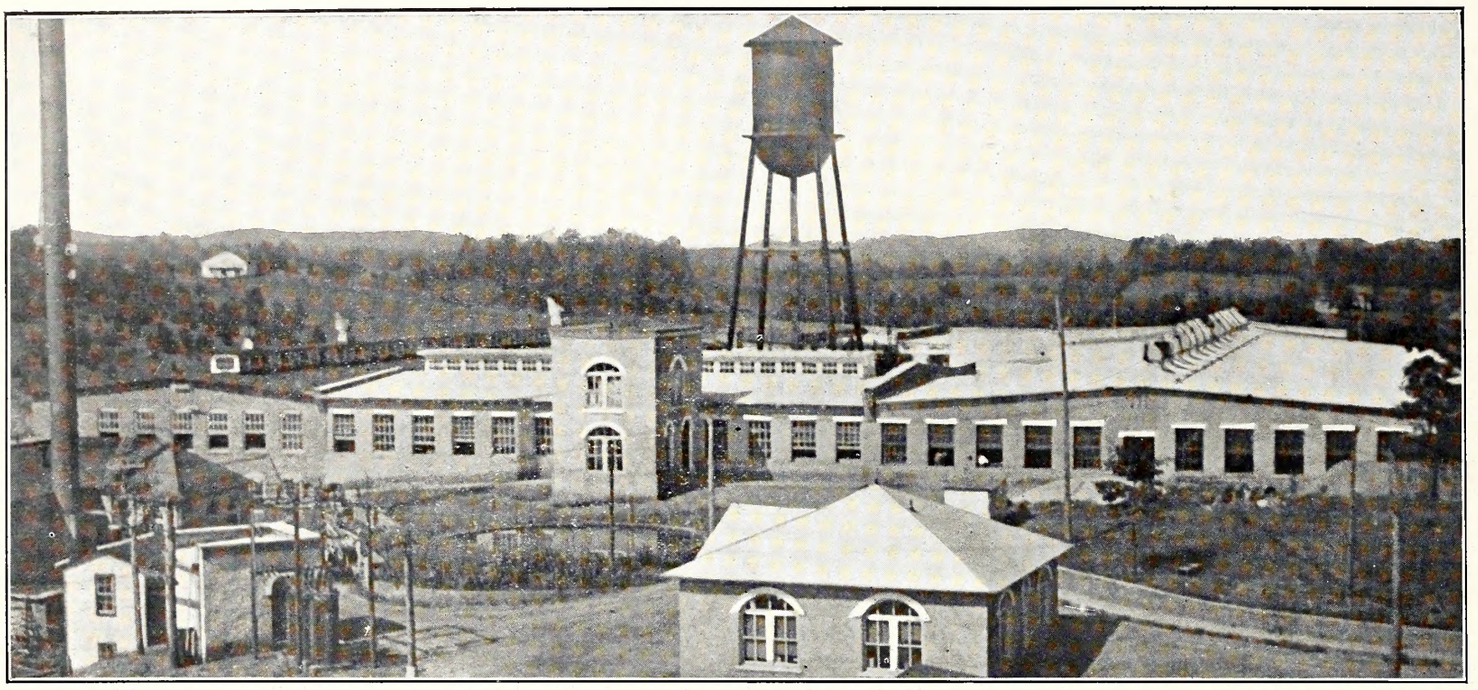
In addition to the playground with its many facilities for recreation, there is also a great interest in all other outdoor sports. The mill company has lent its support to all the athletic teams and can well be proud of the record that these teams have made. The baseball team is second to none in its section and has for years been a consistent winner.

Welfare, or service work, as it is becoming to be more generally called, has been a very important factor in the community life at the Jennings Mills. Those in charge of this work have handled it remarkably well and the results have been very gratifying to both the mill company and the employees.

One of the most interesting places at Lumberton is the dairy maintained by the Mansfield group of mills in order to insure an abundant and pure supply of milk for the employees of these mills. The dairy herd is made up of pure bred stock and the barns and their equipment are the last word in sanitary equipment and methods. It is interesting to note that the inspectors from the health department of the State have reported that this dairy is the equal of any in North Carolina. The milk and butter from the dairy is sufficient to take care of the daily needs of all of the families in the several villages owned by the Mansfield group.

What has been written above is of course only a brief outline of the working and living conditions at the Jennings Mills. There are numerous other worth-while things that cannot be dwelt upon at length in this article. The mills have a reputation for the character of their workers as well as for the quality of their products and this reputation is zealously guarded by employers and employees alike.

Valdese Manufacturing Company



VIEW OF VALDESE MANUFACTURING COMPANY, VALDESE, N. C.

About six miles from Morganton, N. C., there is a beautiful little village of Italian renaissance architecture. Both the manufacturing and buildings and the cottages are of the same type, and the whole is so quaint and unusual that the visitor is inclined to believe that he is in a certain part of Italy instead of in a progressive, up-to-date state of the United States of America.

In 1914 the Valdese Manufacturing Company was incorporated. The executives of the company are: A. M. Kistler, president, C. A. Spencer, vice-president, F. Garrou, secretary and treasurer; Louis Bounous, superintendent. The capital stock is $300,000.00 and the equipment consists of 14,000 spindles The product is soft yarns, knitting yarns 14's to 30's.

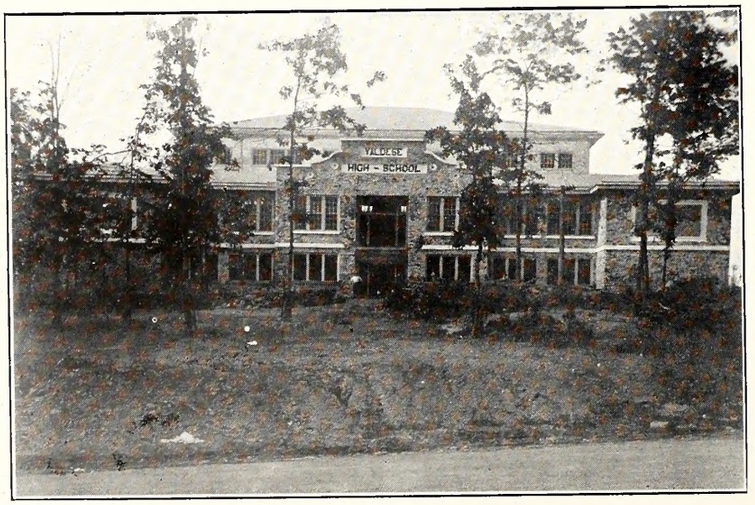
The mill buildings are gray stucco, day light type. The machinery is thoroughly modern, and the working conditions in the mills are very pleasant indeed, healthful and comfortable. The operatives are bright intelligent people, robust and strong, manifesting interest and pride in their work. Many of them have been with the mills since they first started and are perfectly satisfied with the good wages paid them and the fine treatment they receive at the hands of their employers.

This Valdese village was first settled by Italians, natives of the Cottian Alps, the only part of Italy that is not Catholic, and many of the operatives in the mills show their Italian blood in their beautiful dark eyes, rosy cheeks, black hair and general appearance. The village has a population of some 1,500 inhabitants, 250 of whom are employed in the mills. The management has built 65 pretty cottages of from three to six rooms, they are very attractive in architecture, convenient in arrangement and equipped with such conveniences as sewerage, baths, lights and water. Each cottage is surrounded with beautiful flowers, trees, shrubs and vines, and each one has ample space for a garden. The people who have lived in the village any length of time seem to catch the air of pride that is developed in the village and take pleasure in keeping their homes and premises in a neat clean manner Fifteen per cent of the operatives live in homes of their own near the mills, while these may not be kept up quite as well in some instances as the houses furnished by the mills. The management encourages the people in owning property as it helps to keep the workers in one place, gives them a pride in ownership.

One hundred of the employees are saving money, an unusually large percentage and goes to show that the people are industrious and thrifty. One of the novel features of the Valdese Mills is that the employees own and operate co-operative store, goods are bought at lowest possible prices and sold to the operatives at prices considerably below those to be found at other stores. A number of the employees also own stock in the mills and because of this are doubly interested in their success.

There are a great many pleasant advantages offered the operative at the Valdese Mills. An excellent school house has been built by the county by a special taxation, twelve teachers are employed and some four hundred pupils are in regular attendance.

Two churches have been built in the community, one by the mills, a Baptist as most of the employees are Baptists, the other Methodist church by denominational and liberal mill funds. Each has a good Sunday School.



THE VALDESE HIGH SCHOOL

Several clubs have been organized among the operatives, one of the most noteworthy of these is the Valdese Young Men's Club. These organizations all aim to improve the operatives or entertain them, and to raise them to a higher plane of citizenship.

Sports are popular in the village and encouraged by the management. There is base ball, volley ball, basket ball and tennis. A village band is a great source of pleasure to the people.

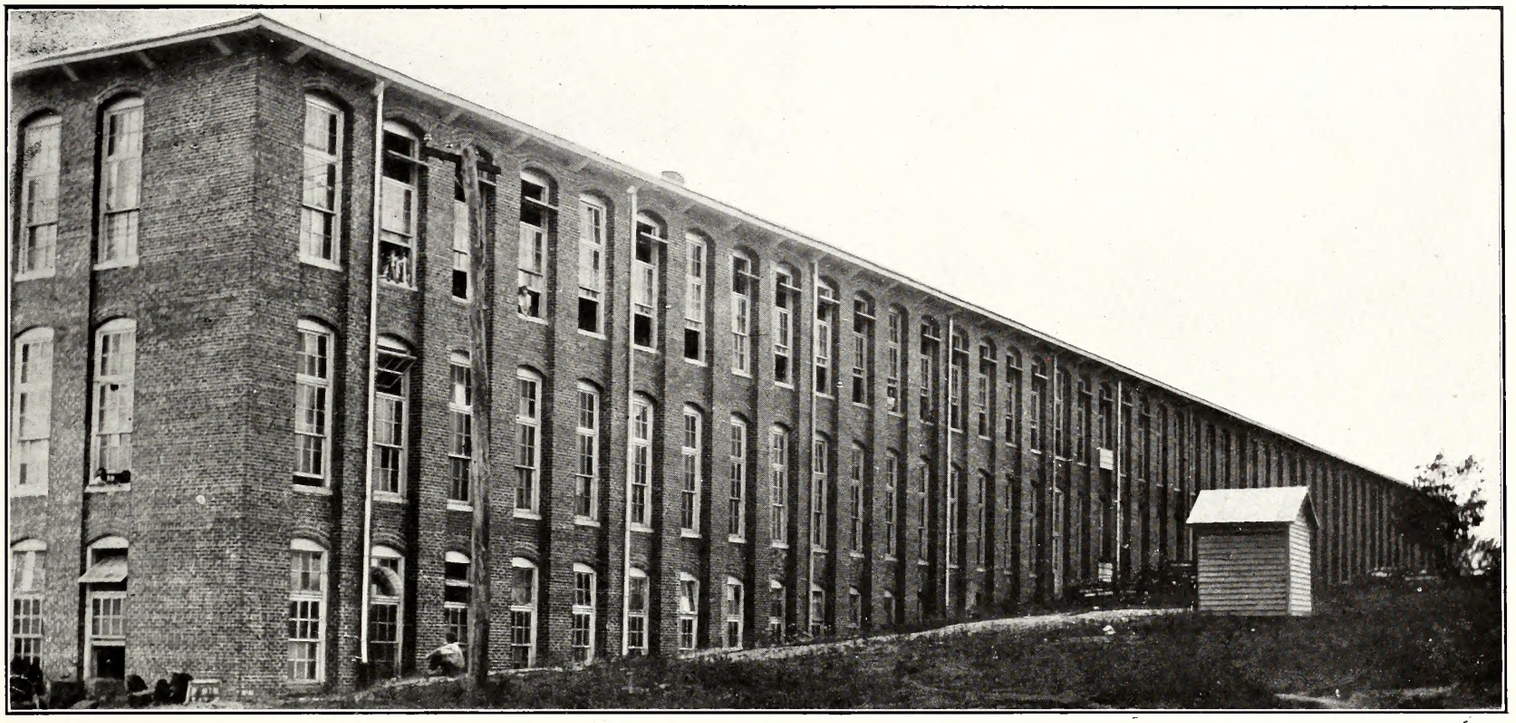
About seventy five per cent of the operatives are insured.

There is an excellent understanding between the employer and the employees at the Valdese Mills. The operatives appreciate the warm interest of the management in their welfare and feel free to go to them at any time for advice and assistance, knowing that they will receive the most kindly attention. In return the operatives show their appreciation by doing their best to keep up a high standard of morality in the mills and village as well as feeling a personal interest in the mills.

The little village of Valdese nestles among the famous hills of Western North Carolina. It is within a short distance of a number of the most famous summer resorts of this section, which have a national reputation for scenic beauty and healthful climate.

The Valdese Manufacturing Company began in a small way but by their untiring energy and never failing courage they have built up a splendid industry and they are held in high esteem by their operatives.

Issaqueena Mills



ISSAQUEENA MILLS, CENTRAL, S. C.

These mills were founded in 1903 by Col. D. K. Norris, at Central, S. C. The present officers are: W. L. Gassaway, president and treasurer; M. Q. Gassaway, vice president; Ralph Ramseur, secretary and assistant treasurer; J. W. Wallace; superintendent, C. J. Tarrant. The mills have a capital stock of $306,700.00, with an equipment of 25,680 spindles and 630 looms, operated by steam. The products manufactured are print cloths and pajama checks.

The buildings are all of modern mill construction, the main mill being built of brick and the warehouses brick and frame. From the very beginning the mills have prospered and the management give their help credit for a great deal of this prosperity. They realize that if their operatives are healthy, and made comfortable and pleasant both in the mills and their homes they will take a far greater interest in their work and produce a better quality of goods. Four hundred and seventy five persons are employed in the mills.

The mill village has a population of 1,000. It is well located and much pride is manifested in keeping it neat and attractive. The streets are clean and many beautiful shade trees make them cool. The management has built 143 cottages of the bungalow type, four to six rooms each. These cottages are kept in good repair, this year, they are being repainted and gone over. The homes are screened and equipped with all city conveniences except gas. Many of the families have lived in the village since the mills started operation.

While there is no paid welfare worker to look after this particular work of the mills, the management has a keen interest in the welfare of their operatives and their families and stand ready at all times to help them in every way they can.

They foster and encourage the education of the village children. An up-to-date 11 grade High School building, photograph of which is shown, has been remodeled and newly equipped. Thirteen teachers are employed, paid by the state and county, but since the mills are the largest tax payers, they naturally pay most of the salaries in the county. About 350 children are in attendance at this school. There is a night school for older persons who desire to study.

Three neat churches are maintained in the village by the members and the assistance of the mills, a good Sunday School in connection with each one.

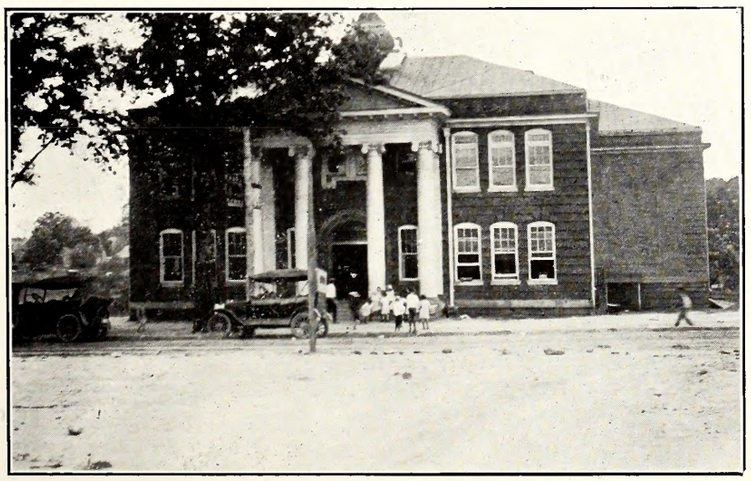
Sports are encouraged, especially baseball and basketball.

The company has built a handsome Community House in the village and this building is the headquarters for all social activities. A well equipped play ground takes care of the little children affording much out door amusement.

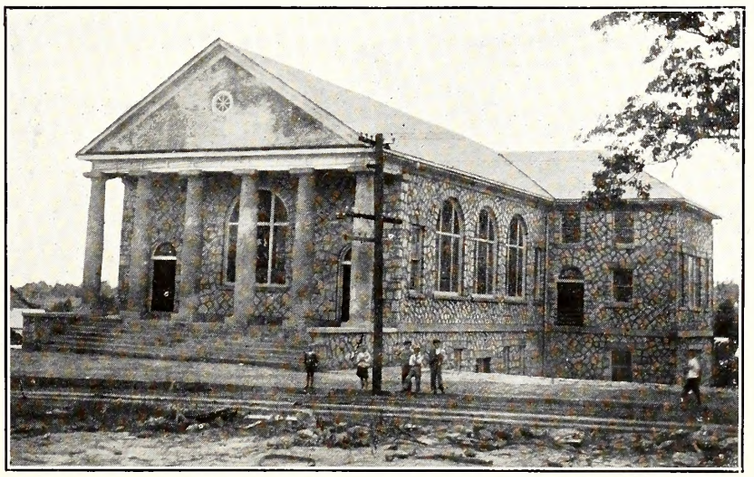
No friction whatever is to be found at these mills between help and management, all difficulties are quickly and amicably adjusted.

The operatives are a good class of citizens, sober, industrious, and they average just about the same as any other lot of cotton mill help when it comes to owning property and saving money. A high standard of morals is maintained in both mills and villages.

Is it any wonder that many of the operatives have been with the mills since they were first started? Or that they are well satisfied and a large number of them are saving money.

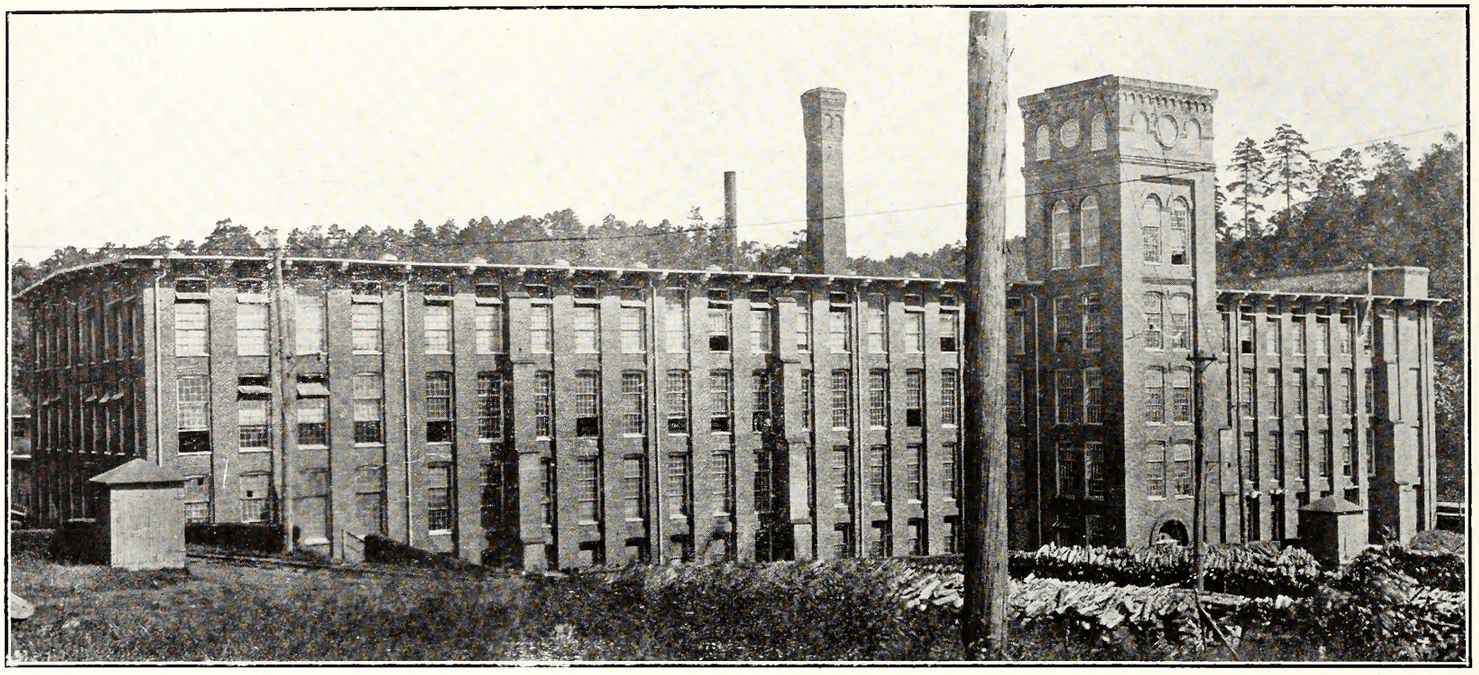


SCHOOL AT ISSAQUEENA MILLS.



CHURCH AT ISSAQUEENA MILLS.

Courtenay Manufacturing Company



COURTENAY MANUFACTURING COMPANY, NEWRY, S. C.

The Courtenay Manufacturing Company was founded in 1893 in the little village of Newry, S. C., which is a short distance south of Greenville, S. C., and is operated by a fine water power on Little river, which is supplemented by steam during the dry season.

W. L. Gassaway, of Greenville, S. C., is president and treasurer and R. Ramseur is vice-president and active manager, both of these officers filling similar positions with the Issaquena Mills at Central, S. C., which might be said to be a sister mill.

The other officers of the Courtenay Manufacturing Company are V. O. Gregory, secretary, and J. M. Alexander, superintendent. Luther M. McBee, Jr., of Greenville, S. C., is purchasing agent and buys all the supplies needed by the mill.

Mr. Alexander, the superintendent, is a man of long practical experience and sees that the machinery is operated at the highest efficiency and produces a superior quality of goods. He knows all the operatives by name and keeps in close touch with them. When sickness or misfortune come upon any family Superintendent Alexander is the man to whom they go and no appeal from his people ever passes unheeded.

The Courtenay Manufacturing Company has 25,344 spindles and 624 looms and are operated upon pajama checks which is used in the manufacture of men's cloth underwear similar to B. V. D.'s. The very high quality of the product of this mill has caused a steady demand for its product from manufacturers of that class of underwear.

The Courtenay Manufacturing Company takes great pride in the quality of its output and everything possible is done to see that superior goods come from the looms.

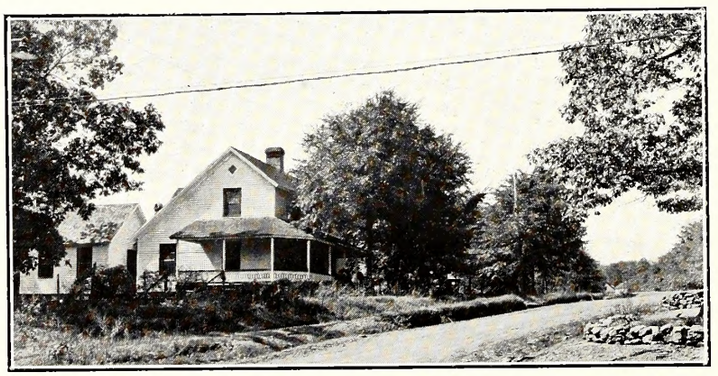
There are 118 cottages in the mill village and every house is kept in good repair. As is usual, there is a garden space back of each cottage and the mill people enjoy raising their own vegetables. The mill gardens also greatly reduce the cost of living during the vegetable season and to some extent during the remainder of the year, as the women have been taught the process of canning.

About 500 people work in the mills and the village population is around 1,000.

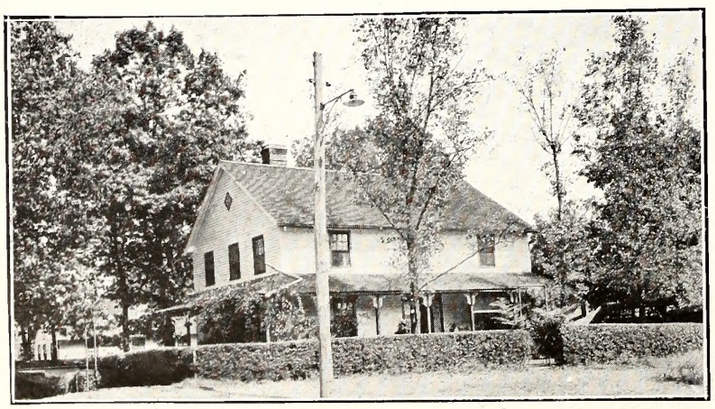
There is a splendid school that was built by the mill and four teachers are employed jointly by the mill and county. About 200 children attend school regularly.

There is a Parent Teachers Association that co-operates with the mill management in securing a full attendance and the best results from the school.

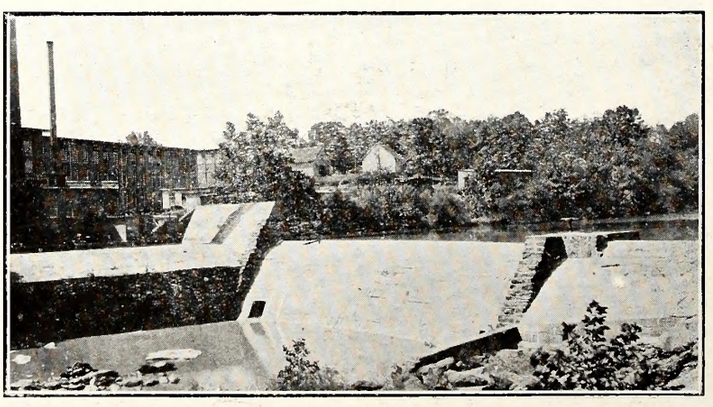
The management encourages sports, especially baseball, and every season there is a team composed of mill operatives that plays the teams of neighboring towns and mills.



COTTAGES AT COURTENAY MANUFACTURING COMPANY

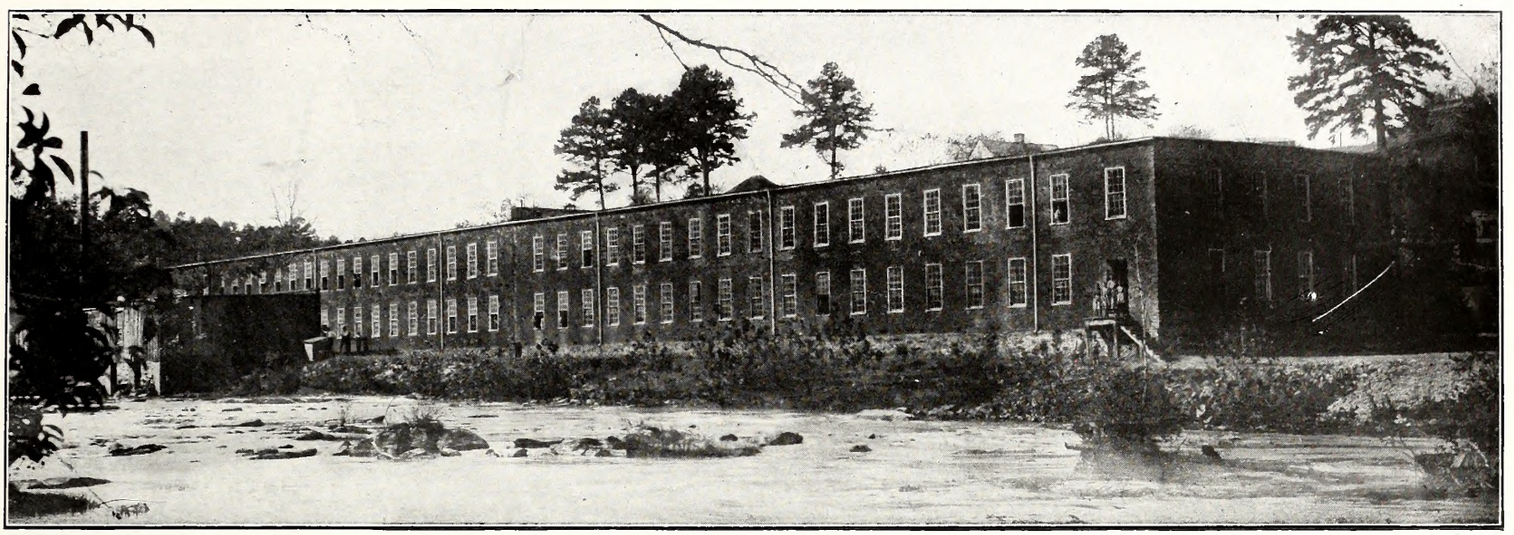


A BUNGALOW AT COURTENAY MANUFACTURING COMPANY



POWER PLANT, COURTENAY MANUFACTURING COMPANY

Georgia Manufacturing Company



GEORGIA MANUFACTURING COMPANY, WHITEHALL, GA.

When the writer was informed that the Georgia Manufacturing Company was established in 1829, it seemed almost impossible to associate the present modern and progressive plant with such a statement.

Georgia led the South in number of cotton mills at that time, but in 1850 there were only thirty-five cotton mills in the State. Today there are hundreds of magnificent textile plants in Georgia and one is quite surprised to know just how up-to-date and modern a mill built back in the early part of the last century can be.

The Georgia Manufacturing Company is located on the banks of the Oconee river, about five miles out of the great center of learning, Athens, Ga., in a most beautiful spot. The little village is known as Whitehall, Ga. Nothing could be prettier than the long white mill building, the water and the beautifully wooded hills that form the background. One instinctively knows that everything is peaceable and happy in the little community, and this knowledge is confirmed by conversation with the operatives. They tell one of the good wages, point to the attractive little cottages which are kept in good shape, speak of the kindness of the management and how they love the mills and their surroundings.

The Georgia Manufacturing Company employ about 120 operatives. There is a consistent policy of renewal and replacement in the mills that has kept the building and equipment in fine condition. There is an equipment of 12,000 spindles. The products are 20's to 30's 2-ply yarns. The machinery is driven by water power and electricity.

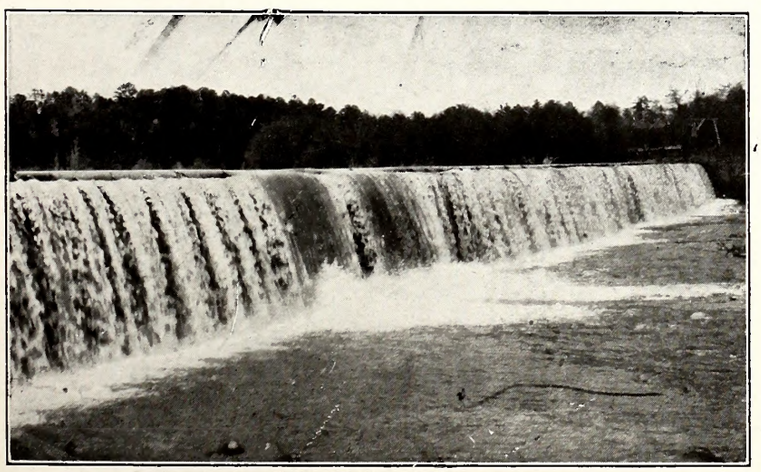
The mill village is built on the hills about the mills. There are neat, substantial little cottages gleaming white and clean against the green of the native forest trees. There are about 75 of these cottages varying in size from two to eight rooms. Bright flowers grow around each one, good gardens furnish fresh vegetables, and many fruit trees have been planted, too. These cottages are rent free to the operatives and there is no trouble about keeping a good class of help at the Georgia Manufacturing Company. The homes and premises indicate that the people are home-loving and take a pride in their places of residence. The happy children romp and play over the broad expanse of the country. Nothing anemic or frail about the inhabitants. They show that living and working conditions are most healthful and pleasant in their fine coloring, bright eyes, strong and active bodies.

Most of the operatives at the Georgia Manufacturing Company come from the surrounding "red hills of Georgia," some of them have lived there always, wouldn't know how to call any other place home. This is sufficient evidence of the treatment which they receive, for there are plenty of other good cotton mills not far distant and it would be an easy matter to make a change if they were not contented. But they are making a good living and about 75 per cent have good savings accounts in the banks at Athens, a number own homes or have good farms. Their children are being educated in the splendid graded school which has been built and is maintained by the Georgia Manufacturing Company. There are two good churches in the community, Baptist and Methodist, built by the company and supported by the denominations and liberal assistance of the mills. Good Sunday schools offer a place for further instruction in the teachings of the Bible, for these people believe firmly in the precepts of the Bible, teach them to their children and try to live by them to the best of their knowledge and ability.

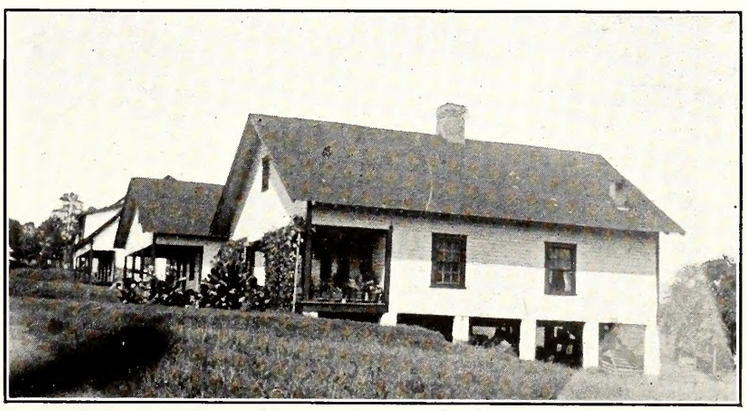
There are many other advantages offered the operative at the Georgia Manufacturing Company. The cost of living is reduced to the minimum, as the management provides fuel at actual cost to them. There is free pasturage for cows, chickens are raised and hogs are kept in sanitary pens. Besides these large quantities of vegetables are canned for winter consumption.

Outdoor sports are encouraged, baseball, hunting and fishing are very popular, as well as tennis and basket ball. There is an excellent brass band which is the pride of the community. Community entertainments, singing schools, lectures, and moving pictures amuse the operatives in their leisure hours. The little town of Whitehall is complete in itself with its stores, post-office, etc., yet the good roads, number of automobiles owned by the operatives unite in making the many splendid advantages of Athens very accessible.

The executives of the Georgia Manufacturing Company are: R. P. White, president; J. A. Morton, secretary and treasurer; J. P. Williams, superintendent.

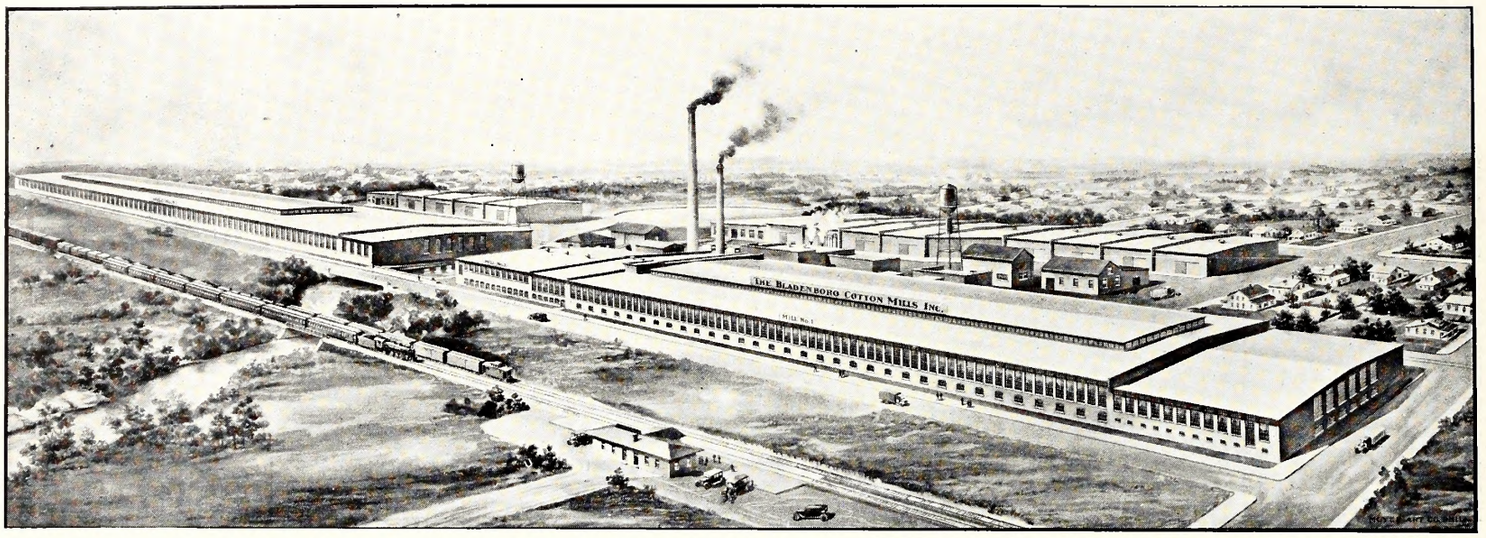


DAM AT WHITEHALL



COTTAGES AT GEORGIA MANUFACTURING COMPANY

Bladenboro Cotton Mills



BLADENBORO COTTON MILLS, BLADENBORO, N. C.

The Bladenboro Cotton Mills were founded by H. C. Bridger and associates in 1912 and at the same time they founded the town of Bladenboro, in Bladen county, North Carolina, on the Seaboard Air Line Railway.

The site of the factory and mill village is a very pretty one indeed and the management has spent thousands of dollars in enhancing the natural beauty of the location and in making their plant one of the most beautiful to be found anywhere.

The mill buildings are of modern mill construction, two stories, brick with wonderful lighting facilities, splendid ventilation and modern system of humidifying. Sanitary drinking fountains care for the abundant supply of pure water that is piped over the entire factory. Everything is most sanitary and pleasant within and without the mills. The equipment is in keeping with the mills, modern and of the most approved type for the manufacture of their products. There are 34,000 spindles in operation which are driven by hydro-electric power generated by the power station of the Bladenboro Cotton mills.

Six hundred and fifty persons find employment in these beautiful mills. The products are hosiery, underwear and warp yarns.

The executives of the Bladenboro Cotton Mills are a bunch of "live wires," keen business men of fine judgment and ability. These qualities coupled with their fine democratic policies in the running of their organization, and their untiring energy have made a magnificent success of the business.

These gentlemen appreciate their help and realize that in making living and working conditions all that could be desired for them they are increasing the efficiency of the operative, gaining his confidence and respect and raising him to a higher plane of citizenship, and at the same time working for the greater prosperity of the mills.

The mill village has a population of about 1,250 inhabitants. The company has been very careful in the planning and building of their village. Streets and pavements are well kept, shade trees and shrubbery planted. The one hundred and fifty cottages are very attractive in appearance. They are kept in good repair, well painted and comfortable with electric lights, and water. Many of the operatives have been with the mills since 1912 and naturally feel that there is no other place where they will be quite so satisfied. There is a fine spirit of civic pride manifested in both the mills and mill village. The entire community unites in their efforts to keep everything sanitary and neat.

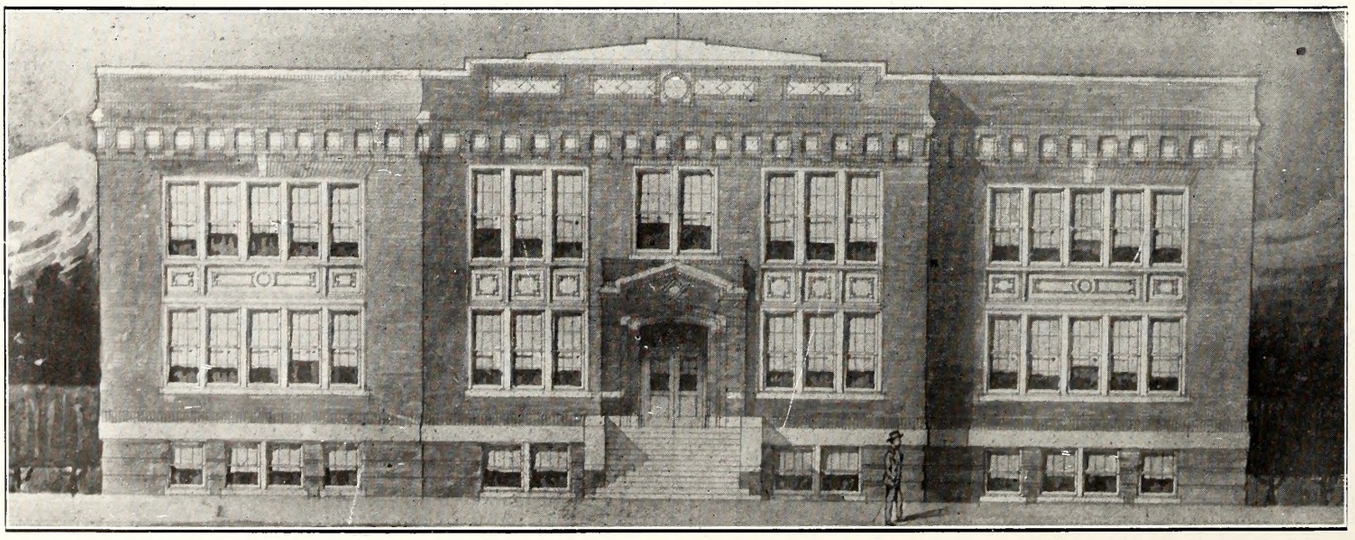
A good graded school building in the village has been built by the management for the benefit of the children of the village. Two teachers are employed and there are perhaps 100 pupils in regular attendance. These teachers are paid by the regular school taxation. From this school the children go to the Bladenboro high school which the mills help to keep up, too, because they are such large city tax payers. The children from the village are a fine lot of youngsters, full of fun and life just like children from any other homes, some eager to study and get along; others indifferent and careless.

There are two churches built by popular subscription and assistance of the mills. Two good Sunday schools for the training of the children and youth of the community have large attendances.

Baseball is the most popular sport. There is a good diamond and a fine team.

Space has been provided and equipped for the children of the village. Cotton mill owners realize how important it is for children to have outdoor exercise and healthful amusements. Factories who provide recreation for their children as well as their older employees are making that yield large physical and moral returns in the lives of the young people.

The management feels that their operatives are just a little bit finer than those around the average cotton mills. About 25 per cent of the operatives are thrifty and saving; another 25 per cent perhaps, either own homes or farm lands. They are intelligent, peace loving operatives.



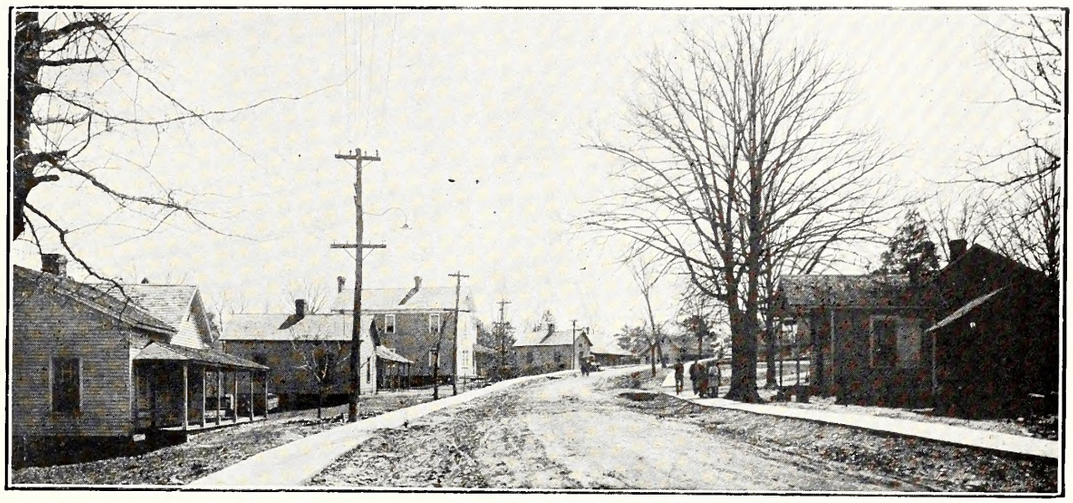
CHILDREN OF THE OPERATIVES OF THE BLADENBORO COTTON MILLS ATTEND THIS SCHOOL

Norris Cotton Mills Company

The Norris Cotton Mills were built at Cateechee, S. C., in 1897 by Daniel Keating Norris, one of the best known men of his state. Since that time the mills have enjoyed a very succesful career and have always remained in control of members of the Norris family. The officers now are: T. M. Norris, president and treasurer; G. F. Norris, secretary and W. W. Cobb, superintendent.

The company has a capital stock of $500,00. The equipment consists of 19,968 spindles and 440 looms operated on sheetings. The plant is ably handled and the goods produced have built up a fine reputation for quality and appearance.

Cateechee is one of the prettiest towns in South Carolina. It is located in the foothill section of the state. The name Cateechee is of Indian origin, the town having been named for an Indian maiden of that name who played a heroic and romantic part in the early history of that section.



MAIN STREET AT NORRIS COTTON MILLS

The site of the Norris Mills is an ideal location for the plant and village. The land is high and well drained and the village is laid out to take every natural advantage of the site. The homes are well built and of attractive and convenient design. Water and lights are furnished free by the mill company and fuel is supplied at cost. The village is large enough to allow each cottage a large yard and garden space.

The management of the Norris Mills has been very liberal in their support of the religious life of their employees. The company has assisted in the building of several church buildings.

The employees have very good educational facilities at the Norris Mills. The schools that were built by the mills are modern in equipment and the quality of instruction afforded will compare very favorably with that the schools in the larger cities.

The success of any manufacturing concern depends not only in securing a full set of help, but in being able to get them sufficiently interested in their work so they will always feel that the interest of their employers is their own interest. This spirit of co-operation can not be cultivated unless the workers are made to realize that the management is as much concerned with the human equation as with the actual operation of the machinery.

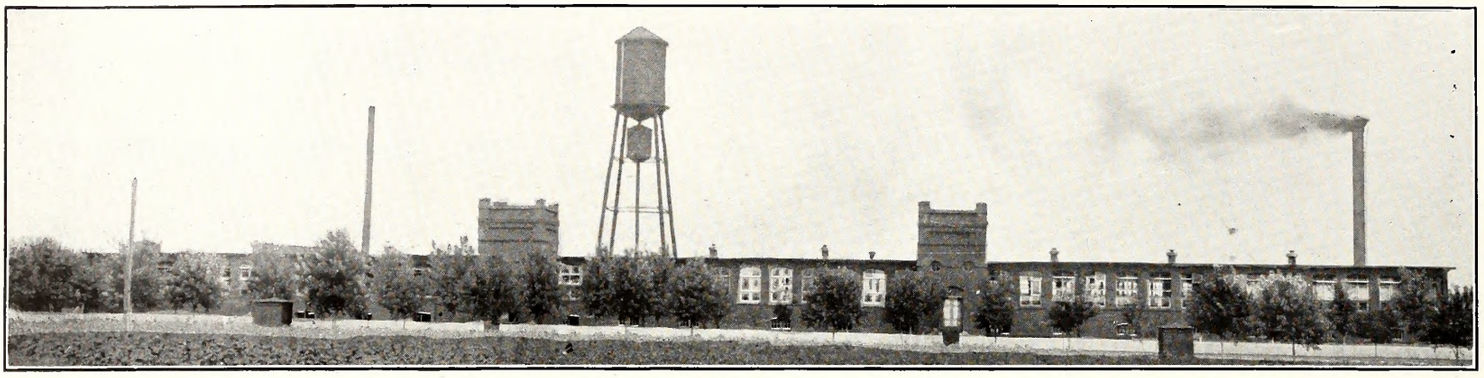
At the same time, any system of welfare work that may be undertaken, must not be in any way a matter of charity. Those whom it benefits must have a mutual share in its development, and put forth some effort to help the success of the movement. At the Norris Cotton Mills, this principle is not only thoroughly recognized by mill owners and employees alike, but it is put into practice continually. For this reason, the efforts that the mill company has made to help their employees is based on the old idea of helping those who will help themselves. The results have been most gratifying in every respect. The people at the mills know that they can depend on their employers to give them a square deal in every respect.

The operatives are a very fine class of citizens, sober and industrious.There is little or no "turn over" of labor, the people are too well satisfied to be making changes.



DAM AND RIVER, NORRIS COTTON MILLS COMPANY, CATEECHEE, S.C.

Lilly Mill & Power Company



LILLY MILL AND POWER COMPANY, SHELBY, N. C.

The Lily Mill and Power Company was founded in 1904 by the late W. E. Morton and associates and is located in the thriving and progressive industrial town of Shelby, N. C.

John F. Schenck, one of the most progressive and energetic mill men of the State, is president of this organization. George Blanton, the well known banker, is vice-president; J. W. Schenck, secretary, and John F. Schenck, Jr., treasurer and manager.

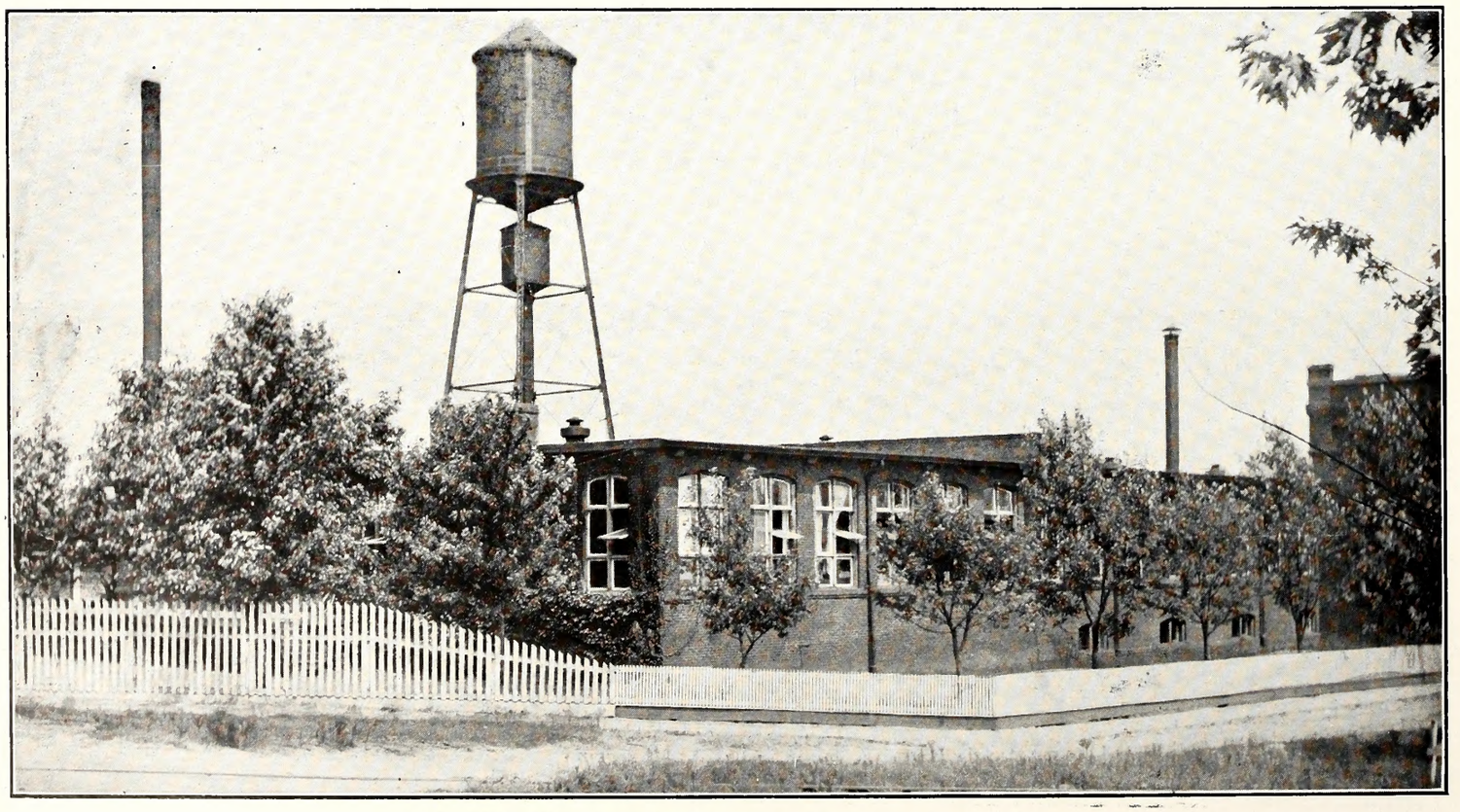
The name of Schenck in Cleveland county stands out prominently among those who have done the most for the development of that section, and they are known far and wide for their kindly treatment of their operatives and for their personal interest in their advancement to a higher plane of living.

The Lily Mill and Power Company is a one-story brick building, built with a view to obtaining the best possible working conditions for the operatives. There are numerous windows which admit plenty of light, sunshine and fresh air. Besides these, there are the most approved systems for artificial lighting, ventilating, humidifying and heating. The mills are most clean and sanitary in every respect. The machinery is operated by electricity and is placed sufficiently far apart to minimize the danger of accident to employees. The equipment consists of 6,760 spindles which are engaged in the manufacture of combed Sea Island and peeler yarns.

One hundred and forty persons are employed in these mills, and live in an attractive village. There are 72 houses of from three to five rooms, which are all well built, comfortable and convenient. Each cottage has about a half-acre of ground for the cultivation of vegetables and the raising of chickens. A high percentage of the operatives are saving money. Thrift is encouraged among them; they make good wages and they are gradually learning to save something.

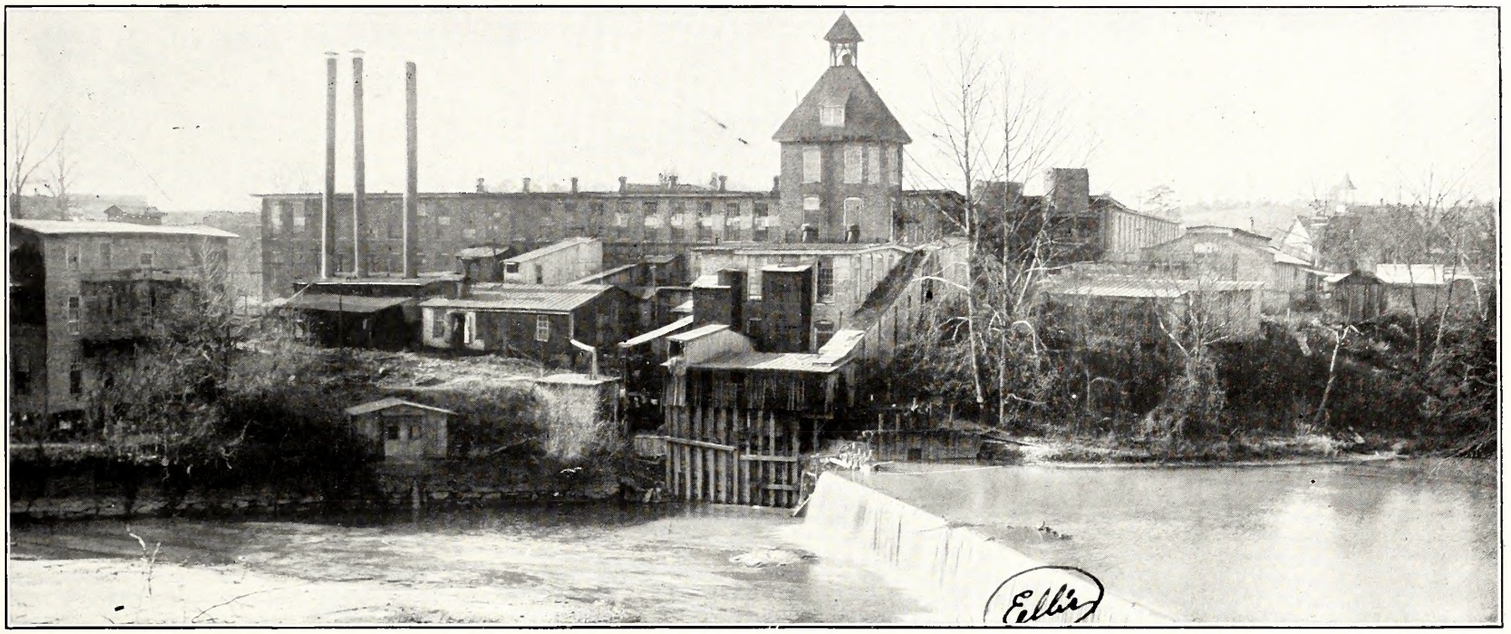
The majority of the operatives came from the farms nearby. They were unskilled, but intelligent and industrious, and it did not take them long to realize the advantages of living in good houses in a good community, where they had a steady income and could educate their children in good schools and give them all the advantages offered by life in a town like Shelby. There is a spirit of co-operation in evidence here that works for the benefit of both mills and the operatives. Mr. John Schenck, Jr., is the manager, and, like his father before him, he was raised in and around a cotton mill and has an understanding and knowledge of mill business equal to that of many men years older than he. The mill operatives all admire and like him because of his enthusiastic activities with regard to the betterment and improvement of working and living conditions of his help.

There is a good school, which was established and is maintained by the three mills in the vicinity, the Lily Mill being one of these. Children from their mill village are educated in this school. The facilities are of the best, and 50 to 75 children from this mill village are regular in their attendance. The operatives of the Lily Mill and Power Company, in connection with two other mill villages, have established Methodist and Baptist churches that will compare favorably with city churches. Each of the churches has a large Sunday school and the mill overseers are active Sunday school workers.



ANOTHER VIEW OF LILLY MILL AND POWER COMPANY

Cleveland Mill & Power Company



CLEVELAND MILL AND POWER COMPANY, LAWNDALE, N. C.

The late Maj. H. F. Schenck was not only a man of exceptional executive ability but he possessed a fine aesthetic sense, and he made a happy selection when he decided to locate his cotton factory at the site which is now the thriving little town of Lawndale. The Cleveland Mill and Power Company at Lawndale, N. C., is one of the oldest mills in Western North Carolina. Originally the plant has known as the Cleveland Mills. It was founded in 1873 and was located about two miles above the present site on the beautiful French Broad river and was operated by water power.

Mill No. 2, which is now the sole plant, was established at Lawndale in 1888, Major Schenck being the president and prime mover of the organization. He was one of the ablest mill men of the old school, and with the hearty support of his partner, Major Reynolds, of New York, built up a splendid enterprise, which is today a monument to his pioneering spirit as a manufacturer.

Upon the death of Major Schenck in 1915, his only son, John F. Schenck, became president and treasurer of the company. John F. Schenck, Jr., is vice-president; F. C. Reynolds, secretary, and Hal E. Schenck, superintendent. These gentlemen are all versatile textile men of practical experience and under their management the mills have grown and prospered.

Mr. Schenck is a practical textile man, fully conversant with all branches of the industry. He has literally grown up in the mill business, having been secretary of the organization during his father's lifetime. He is one of the ablest cotton mill men in North Carolina.

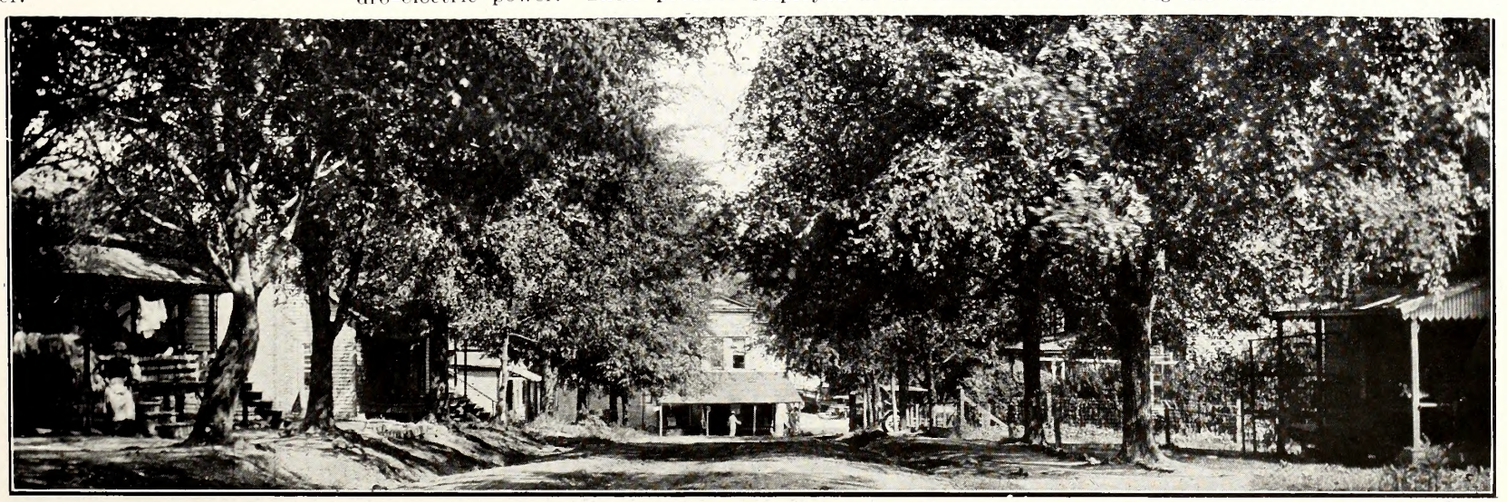
The Cleveland Mill and Power Company is capitalized at $100,000. The mill buildings are made of brick, also the dye house; both are kept in excellent condition, the most careful consideration being given to working conditions. The equipment consists of 5,600 spindles, which are operated by water, steam and hydro-electric power. Their product is 6s to 10s carpet warps, yarns and twines. As a mill enterprise this concern is a far greater importance than the number of spindles would suggest.

Cleveland Mill and Power Company has done a vast deal for the development and advancement of Cleveland County. They built the railroad from Shelby to Lawndale, and through their efforts the splendid little town of Lawndale has come into existence. The school facilities are among the best in the State. The Piedmont High School is one of the finest boarding schools, and the Schencks were largely instrumenal in its establishment. Students come to it from all over the State, often from adjoining States. The people are enthusiastic supporters of religious and educational institutions. Mr. Schenck is always planning and making improvements that will add to the pleasure of his help.

There are about 200 operatives employed in the mill and there are about 800 inhabitants in the village. The employees of this mill are, for the most part, natives of Cleveland County. Most of them are settled and contented. Some employees have been with the company for 35 years, and a number of them own other property. Some families are now just finishing up their indebtedness on lands bought. Numbers have already saved up enough money and have bought farms and returned to them.

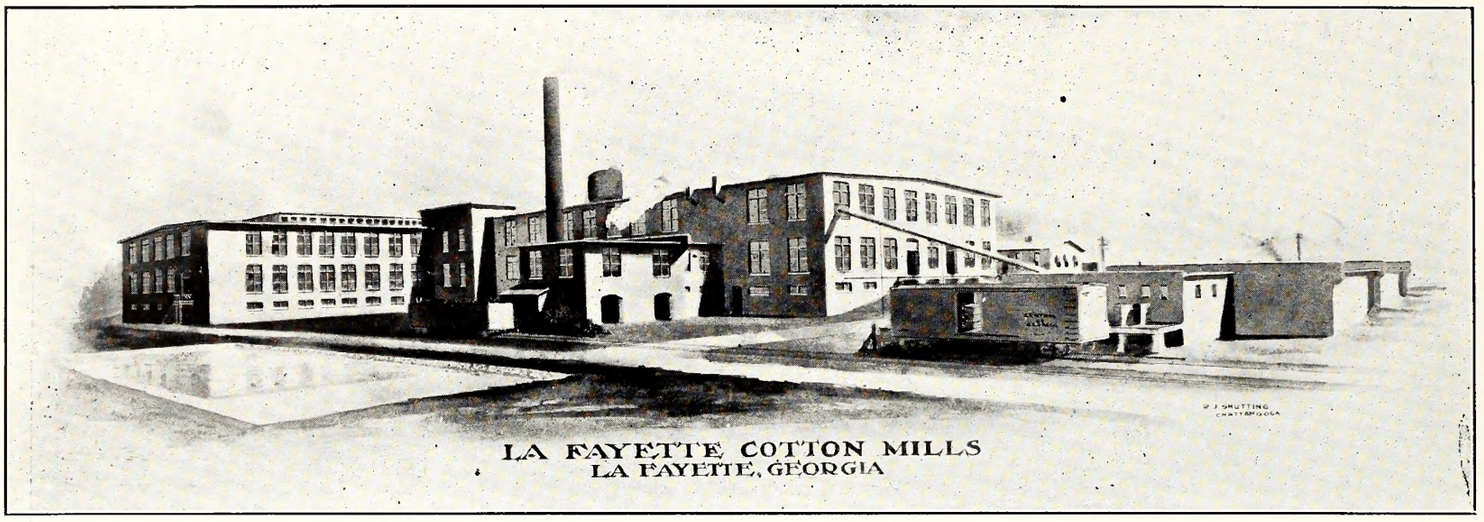
The management has built 100 homes for their operatives, neat wooden buildings. Larger and better tenant houses are noted among the improvements in the village. All the houses are equipped with water and water closets. Electric lights and water are put in all houses, also telephones are installed in all the houses where wanted at rental of 50 cents per month.

The policy of the mill management is to deal fairly and in a friendly way with all employees and they insist upon the operatives doing the same.



BEAUTIFUL VILLAGE OF CLEVELAND MILL AND POWER COMPANY

LaFayette Cotton Mills



In 1903 the LaFayette Cotton Mills were built at LaFayette, Ga. The present exeeutives are: J. E. Patton, president; W. A. Enloe, viee-president and treasurer as well as manager; W. E. MeKown, seeretary; R. S. Steele, Sr., superintendent. Sinee the mills have eome under the eontrol and management of these offieers they have been gone over earefully, renewed the equipment and brought it up-to-date.

The pieture tells better than words, the eondition of the mills outside, the inside is kept perfeetly elean and sanitary and the environments are very pleasant indeed. They are eapitalized at $100,000.00. The equipment eonsists of 9,408 spindles and 226 looms; jeans and drills are manufaetured. Two hundred and twenty five operatives are employed in the mills.

From the appearanee of the operatives there ean be no question about their health and happiness. One can see from the bright intelligent looks upon their faces that they are interested in their work and take a loyal pride in the mills. Many of them have been with the mills for twelve and fourteen years and are perfeetly satisfied. Most of them come from the vieinity of LaFayette and while not edueated, they are intelligent and apt and it did not take them long after eoming into the mills to beeome skilled operatives. The managment has sueh kind and taetful overseers and bosses in the various departments that every operative is given an opportunity to do the best work possible and it it is the policy of the mills to take heads of the departments from the rank and file of their own overatives.

The operatives appreeiate all the advantages to be gained from working in the mills, not only for themselves but for their ehildren who have the ehance of being edueated in the exeellent public sehools of LaFayette, so far superior to the opportunities they had when growing up. Sinee the mills are located inside the eity limits of LaFayette it has not neeesary for the mills to build ehurehes, the operatives and their families attend the ehurehes and Sunday Sehools of the eity, as well as having the advantage of the moving pieture, theaters, soeial and intellectual advantages offered by a town of that size.

The management has built a very attraetive little village of 66 eottages far above the average mill houses in the matter of arehiteeture, eonvenience and eomfort. They are equipped with sewerage, baths, sink, eleetrie lights, water, ete. Eaeh has plenty of garden spaee and room for a front yard. Shade trees have been planted in front of every house and there are well paved streets and sidewalks. A few operatives own their homes.

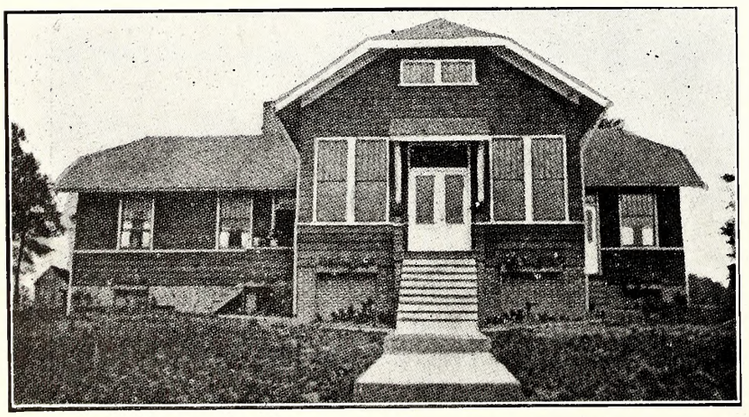
Welfare work under the direetion of trained workers is earried on in the mill eommunity, results from which have been most satisfaetory. The people have been eneouraged to keep their homes and premises in a sanitary manner. There are classes in hygiene, domestie seienee, Mother's elubs, and social clubs, all of whieh promote a spirit of friendliness and helpfulness.

The center of all eommunity work, whether eivie or soeial, is the very pretty, modernly equipped Community House whieh the management has built. There is a pretty playground for the children with its various deviees for their amusement and healthful exercise. Sports are eneouraged, tennis, basket ball, foot ball and base ball are most popular.

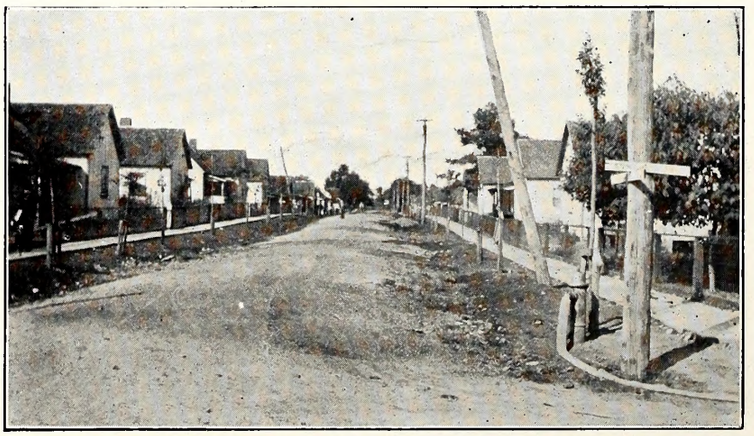
The management is always anxious to help their people in any way posible. They have shown their interest in the affairs of the help in sueh a way that the operatives do not hesitate to come to them at any time for adviee or assistanee. There is a very fine spirit of demoeraey and good fellowship existing at the mills and in the eommunity. Both the employees and employer feel that they have a eommon interest and work in perfeet harmony.

Cleanliness is eneouraged among the people and there is a regular inspeetion of premises. Health eonditions are exeellent, no need for the serviees of a physieian or nurse regularly, though one is always eall-ed immediately when oeeasion demands.

Few of these people could be persuaded to go baek to the eountry where they toiled on rented property from morning until night with only the very bare neeessities of life, no ready money and no prospeets, to say nothing of having to send their ehildren over muddy roads in the cold to get the little edueation they eould from the country sehool and on Sunday if they would go to ehureh they must rise early and drive, or perhaps walk, a long distance.

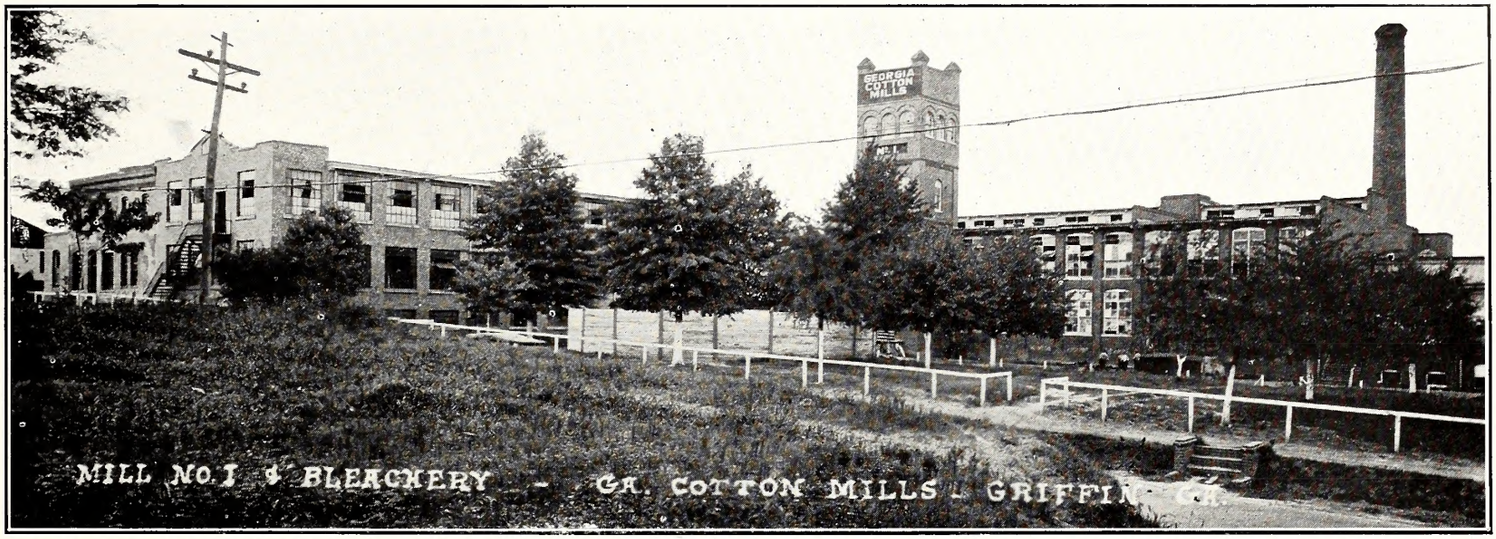


COMMUNITY HOUSE, LA FAYETTE COTTON MILLS.



STREET SCENE AT LAFAYETTE COTTON MILLS.

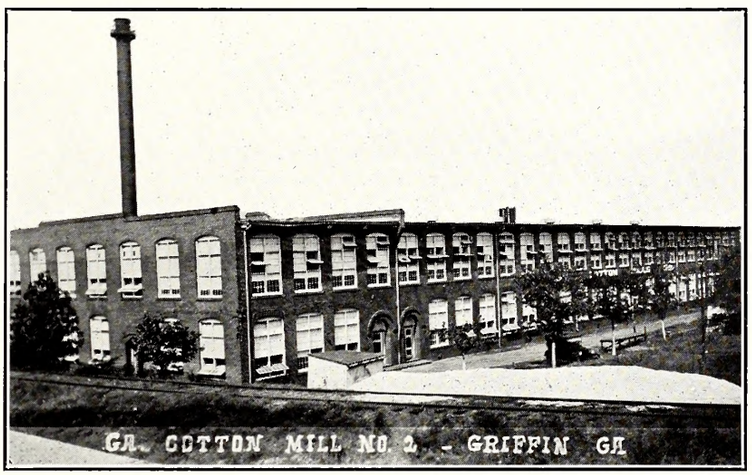
Georgia Cotton Mills



Georgia Cotton Mills, located at Griffin, Ga., were founded in 1901 The officers are John H. Cheatham, president; W. W. Norman, secretary; W. A. Brooks, superintendent of Mills No. 1 and No. 2; D. S. Pritchett, superintendent of mill No. 3; W. C. Jackson, superintendent of bleachery.

The capital stock of the Georgia Cotton Mills is $600,000.00. The buildings are of modern mill construction, brick, with every consideration given to making working conditions as healthful as possible. The lighting is such as to eliminate all glare and cause no eye strain on the part of the operative. Ventilation, heating and humidity have all been carefully thought out and best modern devices adopted. The equipment is modern and of a design to allow the most efficiency and the finest quality of output with least effort on the part of the operative. There are 28,000 spindles and 910 looms driven by hydro-electric power.

The products of the Georgia Cotton Mills are terry and huck towels, outing, flannel and Red Diamond diaper cloth. The toweling is of an excellent quality and about 70,000 dozen per month is the amount manufactured. The outing flannel is soft and fine, beautfully finished and much sought on the the market.



This is a new product of the Georgia Cotton Mills, the machinery having been just recently installed. Perhaps the best known product of these mills is the famous "Red Diamond" diaper cloth, which is handled by almost every up to date merchant. Once bought, it is always in demand.

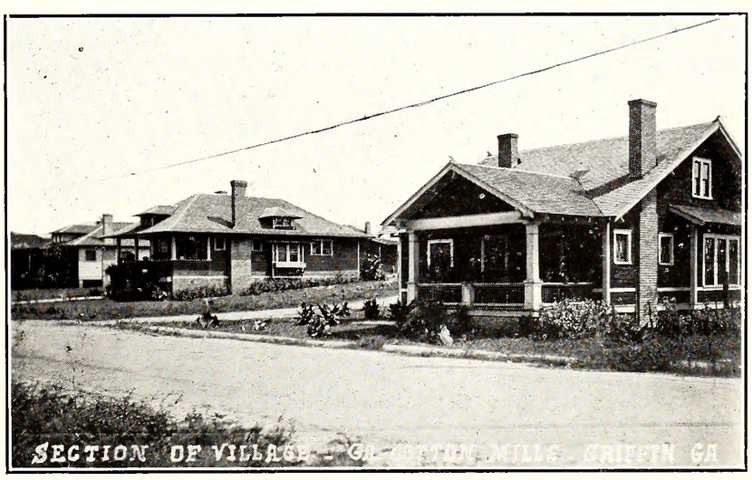
The plant of the Georgia Cotton Mills is complete in itself. It takes the raw cotton, spins, weaves and finishes all their goods without outside assistance.

Five hundred operatives are employed in the Georgia Cotton Mills. Mr. Cheatham grew quite enthusiastic when questioned about his help. If there is any one part of his business he is more than proud of it is the class of operatives he has in his employ. He says that they are unusually good citizens, sober, industrious, and fairly thrifty. It is true there are only about 20 per cent of them saving money, but that is a larger percentage than is to be found in a great many cotton mills. A good percentage of them own a home, and about 5 per cent have other investments. Some of the operatives have been with the mills since they first began operating and would not feel at home anywhere else. This last statement is, in itself, proof positive of the contentedness of the help at the Georgia Cotton Mills for there are a number of other cotton mills at Griffin and it would be easy to make a change.

The Georgia Cotton Mills have built 165 neat, comfortable frame cottages, of modern design of architecture, nicely painted and kept in perfect repair. The cottages are very pretty and kept in a very sanitary way. Flowers, shrubbery and shade trees add to the beauty of the little village.

Mr. Cheatham is a firm believer in giving his operatives every opportunity for education and self improvement. The company has two good schools in the village, which were erected and maintained by them. Six teachers are employed, paid jointly by the mills and county. There are aproximately 275 pupils in regular attendance at this splendid day school. The other school is conducted at night for the benefit of those persons who work in the day, but wish to study.





Amazon Cotton Mills



The Amazon Cotton Mills, located at Thomasville, N. C., is the largest textile mill in the thriving little town. Established in 1909, the mills are of most modern mill construction, one-story brick building with much care given to making working conditions most healthful and comfortable for the operative. The equipment is up-to-date in every respect and of a type to secure the greatest efficiency possible with the least effort on the part of the operative.

The capital stock is $525,000 and the equipment consists of 13,000 spindles which are driven by hydro-electric power. Combed hosiery yarns are manufactured. Some one hundred and sixty operatives are employed.

The beautiful mill village is very neat and attractive in appearance and the beauty of the place is enhanced by shade trees and flowers. The homes, of which there are ninety-three, are of the bungalow type, varying in size from three to six rooms. All are equipped with modern city conveniences such as water, sewerage, lights, baths. Each has ground for gardens and flowers. The operatives keep their homes nicely and live in a very comfortable manner.

Both working and living conditions at the Amazon Mills are excellent, as is evidenced by the healthy, happy expressions on the faces of the people. They are interested in their work and very loyal to the management. Many of them have been with the mills since they begun operation. The children of the operatives are educated in the graded schools of Thomasville, and the mill families enjoy the religious and educational advantages of the town.

The executives of the Amazon Cotton Mills are: C. G. Hill, president and treasurer; C. A. Cannon, vice-president; R. C. Rapp, secretary; O. L. Wagstaff, superintendent. The mills are in a very prosperous condition. Just at present they are building another fine plant, 552x138 feet, which will be a splendid addition to the present mill.

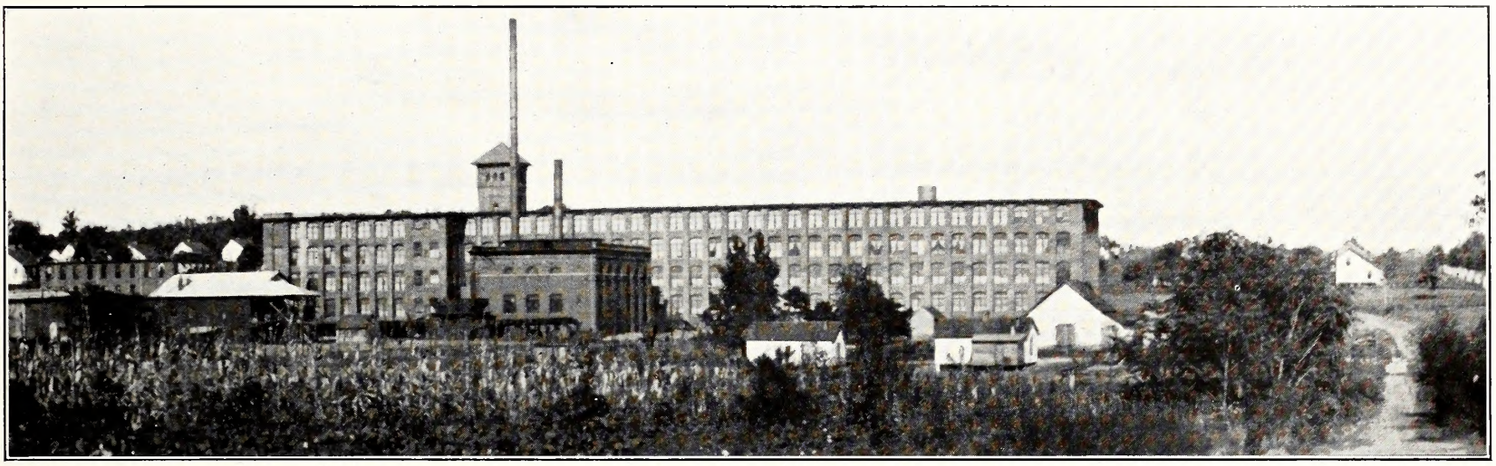
The people as a whole are a splendid class of citizens, industrious, sober and in many instances very thrifty. A high standard of morality is maintained in the various mill communities, nothing lax is tolerated.

If a family of ne'er do wells slip in occasionally, they are given an opportunity to change their ways and become first class citizens, but if they do not respond to the kindly treatment they receive and the fine influence with which they come in contact, they are expelled from the community. A very high standard of morality exists in both mills and village. Nothing slack is tolerated for a minute. Naturally, such a fine class of operatives have friends of equally as desirable traits who are ready to become a part of the big mill family whenever there is a vacancy to be filled. The operatives are just as jealous of the reputation of the mills and community as are the executives. They are very loyal to the management and there is a most harmonious spirit of co-operation in evidence throughout the entire place.



AMAZON COTTON MILLS BASEBALL TEAM

Inman Mills



INMAN MILLS, INMAN, S. C.

The Inman Mills are located at Inman, S. C. In fact the Inman Mills have made the little town of that name. These mills are capitalized at $1,000,000, and were founded in 1901 by J. A. Chapman and associates.

There has been no change in the management since the mills were first established. The executives are: President and treasurer, J. A. Chapman; vice-president and superintendent, J. A. Chapman, Jr.; secretary, B. B. Bishop. These officers are all fine business men possessed of excellent judgment and splendid ability.

Being very progressive, the Chapmans have allowed nothing to be left out of the construction of their great plant that would make for economy and efficiency. The mills are four stories, 440x78 feet, of modern mill construction. The equipment is up-to-date and consists of 40,096 spindles and 1,000 looms for the manufacture of 72x72 4.25-yard sheetings and print cloths. About 700 operatives are employed in the mills and the pleasant environment and comfortable working conditions are reflected in their bright, fresh coloring, interested expressions, strong bodies and pleasant smiles. Many of these operatives have been with the mills since they first started operating and are very skillful in their work. They are a splendid class of help, very loyal to the mills.

The population of the village is approximately 1,800 inhabitants. The management has given a great deal of care and thought to the planning and developing of their village. The streets are graded and well cared for, sidewalks improved, shade trees planted throughout the village, and the people are encouraged to keep their premises neat.

Two hundred and sixty-one comfortable houses have been built by the management. The houses vary in size from three to seven rooms and are of cottage and bungalow type. They are not only comfortable and home-like with their numerous built in cabinets, closets, electric lights, porches, etc., but are very attractive in design and color of painting. Each house has ample space for garden and flowers and many fine vegetables and beautiful flowers are raised by the mill families. Such work is encouraged by the management by free distribution of seeds and the offering of substantial prizes for the best specimens in each line.

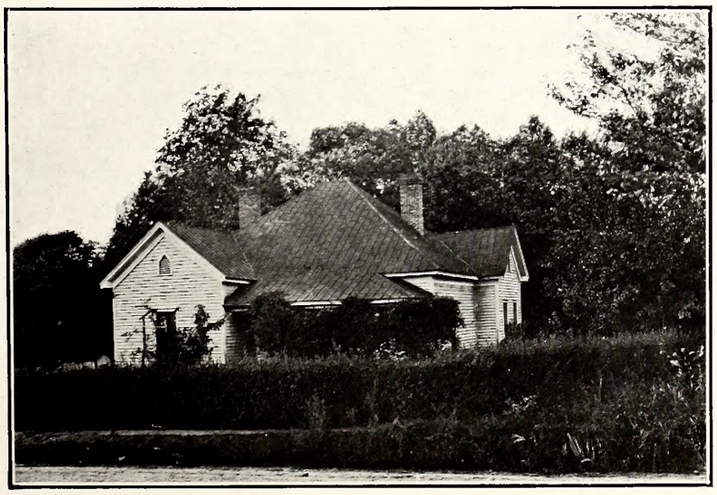
There is a splendid program of welfare work at the mills under the direction of a trained worker. The management realizes that education is the factor that will solve most problems. They not only urge the education of the children but have established night schools for adults. It is a well known fact that during the years of youthfulness the mind is in a most plastic state and the hope of the country lies in the training of its children. No factor has done more for the uplift of the poorer class of citizens of the South than has the numerous textile plants that flourish within its confines. At Inman Mills it has not been necessary for the management to build schools for the children of the operatives have all privileges of the graded schools of the town. However, the Inman Mills are the largest taxpayers in the town and have a fine influence in the direction of the schools.

The religious life of the mill village is taken care of by a pleasing church which has been erected for the use of the people. Several denominations hold services in this building, and there is an excellent union Sunday School.

A library in the village is a source of pleasure and information for the people. Several clubs organized for the boys and girls of the community are under the direction of competent leaders and have proven of great benefit in the holding of the interest of the youth of the village. Much good is done by these clubs in training the minds of the young people and developing them along lines of improvement and social advancement. A Boy Scout Troop is perhaps the finest of these organizations. It takes the boys just at an age when they are hardest to control and interests and teaches them to be manly and courageous in their dealings with others.

Sports are encouraged and fostered in the village. A splendid baseball team is the pride of the community. Basket ball is also quite popular. There is a well equipped playground for the children, where they romp and play and grow vigorous and strong. A pretty park for the older people affords a pleasant place for spending leisure hours.

The management appreciates the high class help in their mills and no other kind is employed. There is very little turnover of labor. Good wages, excellent working and living conditions, together with free house rent, free insurance after a residence of three months, and many other splendid advantages offered at the mills make the people contented and happy.

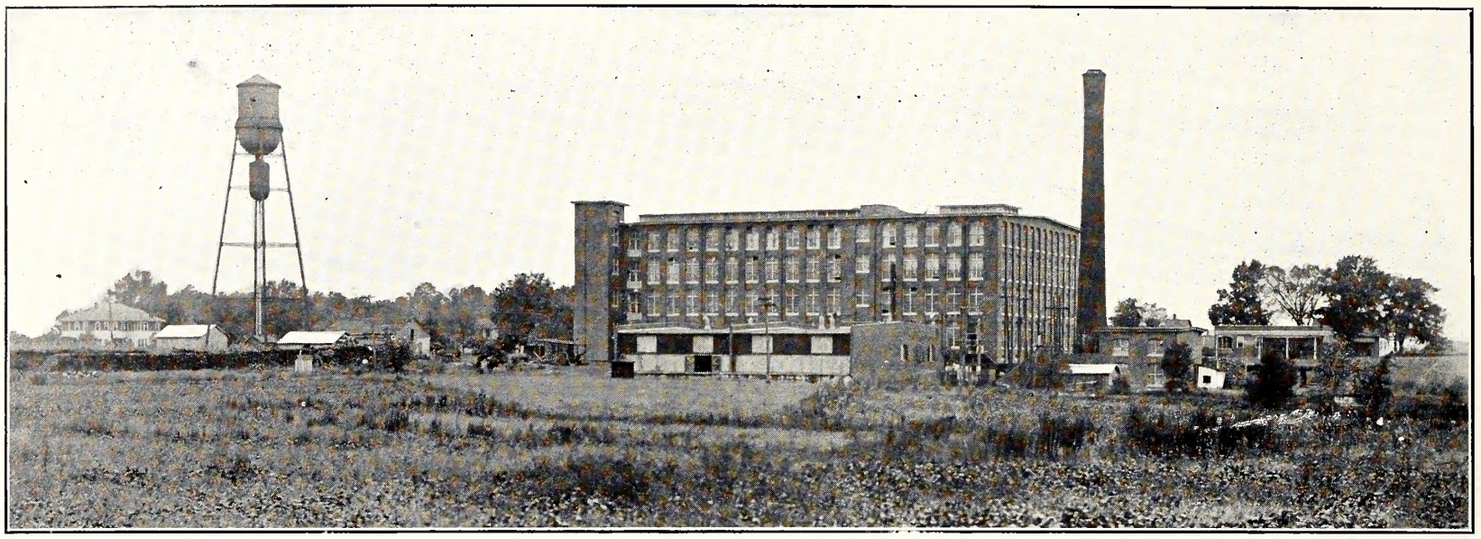


COTTAGE AT INMAN MILLS



COTTAGE AT INMAN MILLS

Oakland Cotton Mills



OAKLAND COTTON MILLS, NEWBERRY, S. C.

The Oakland Cotton Mills are located about a mile and a quarter North of Newberry, S. C. a progressive industrial town with good climate, pure water, and excellent shipping facilities, all of which have to be considered in placing any industry. The Oakland Cotton Mills have a very beautiful site being suited on a well drained eminence which overlooks the city. The property used to be known as the old Fair homestead where fine ladies and gentlemen extended true Southern hospitality to those who were fortunate enough to be included among their guest or who came as a passing stranger withing their gates. The place was noted for its avenues of fine forest oaks as well as its hospitaliy. It is because of these fine oaks that the mills have the name of Oakland Cotton Mills.

It seems to the visitor at the Oakland Cotton Mills that both employer and employees have somehow caught the fleeting spirit of the old owners of the Fair homestead and are still dispensing that courteous hospitality to all who chance to come into the community. The employers, true Southern gentlemen that they are, seek in every way posible to make working and living conditions in their mills and village as healthy and pleasant as they can for their operatives. They realize what an important factor a healthy, contented operative is in the success of any business. Always they are interested in their help and are planning big things for their benefit and advancement.

A study of the faces of the operatives in the Oakland Mills will convince the most skeptical of how well the management is succeeding in their work along this line. The bright eyes, rosy coloring and intelligent expressions all show that they are happy and contented at their work. There is a very loyal spirit of pride manifested in their work. A number of employees have been with the mills since they first started operation and a larger number who have been with the mills for the last ten or twelve years. They feel an individual responsibility for the succes of the mills. Most the operatives are descended from good old Scotch Irish families, pure bred Americans, loyal English speaking citizens of the United States. This statement in itself is sufficient to make one understand why the Oakland Cotton Mills are so successful. There is an inherent sympathy existing between the management and operatives because they are all natives of the same soil and speak the same tongue. Here they understand each other and all work together for the common interest.

The executives of the Oakland Cotton Mills are: W. H. Hunt, president and treasurer; J. M. Kinard, vice-president; F. N. Martin, secretary; T. J. Digby, superintendent. Col. Walter H. Hunt, president of the Oakland Cotton Mills has long been one of Newberry's most prominent and progresive citizens. He is known throughout the entire state not only for his fine business ability but as a devout Christian gentleman, having for several years been president of the State Baptist Convention. Col. Hunt has associated with him gentleman of as thoroughly democratic ideas as himself and there is a fine co-operation in the management of the mills. These executives believe in the literal application of the golden rule in their dealings with their fellowmen.

The mills have a capital stock of $500,000.00.

The main milt building is of brick four stories, 216 feet by 135 feet with brick boiler house and brick warehouse detached. The plant, buildings and machinery were erected with a view to economical operation, labor, time saving, modern sanitation and safety. In all these respects the Oakland mills are model. The equipment consists of 26,342 spindles and 600 looms all of which are driven by hydro-electricity. The products of the mills are print cloth and sheetings. There are 300 operatives employed in the mills. The mills consume 4,000 bales of cotton annually and use considerable local cotton from farms in the vicinity of Newberry and re-inforces the market to that extent.

The mill village is very attractive with its beautiful shade trees, flowers and grass. The location is most pleasing and a great deal has been done to enhance the natural beauty of the spot. Nice wide streets and good pavements are another feature of note. Seventy five cottages of modern architecture have been built for the use of the mill people. These are three, four and five room frame one story houses and six and seven room two story houses, all painted inside and out, plastered walls, closets porches, electric lights, Kaustine System of sewerage in some of the homes, the others are being fitted with water works, water sewerage, and this type of sewerage will soon be installed all over the village. Each house has ample space for gardens and front yard.

The management encourage the people to raise their own fresh vegetables and to beautify their premises by planting flowers, vines and trees. The result is most satisfactory.

A handsome two story school house was built in 1919-20 by the mills for the use of the some sixty children of the vilage. Three teachers are employed whose salaries are paid conjointly by the mills and city. From this school the children who want a higher education go to the High schools of Newberry, frequently this is the case and they make a creditable record in their classes. There is also a night school which has an attendance of about fifteen.

There is a nice library in the school building which is open to the public. The mills have built a nice comfortable church for the use of any denomination, both Baptist and Methodists have services in the building. There is only one Sunday school, a very live union organization with a large attendance. The people are of a naturally devout nature and take a great deal of interest in the affairs of the church.

The mill village has every advantage of community life in the way of social affairs, entertainments, intellectual advancement, cheap living expenses including cheap fuel, and besides all this they are close enough to Newberry to enjoy all the advantages of that city.

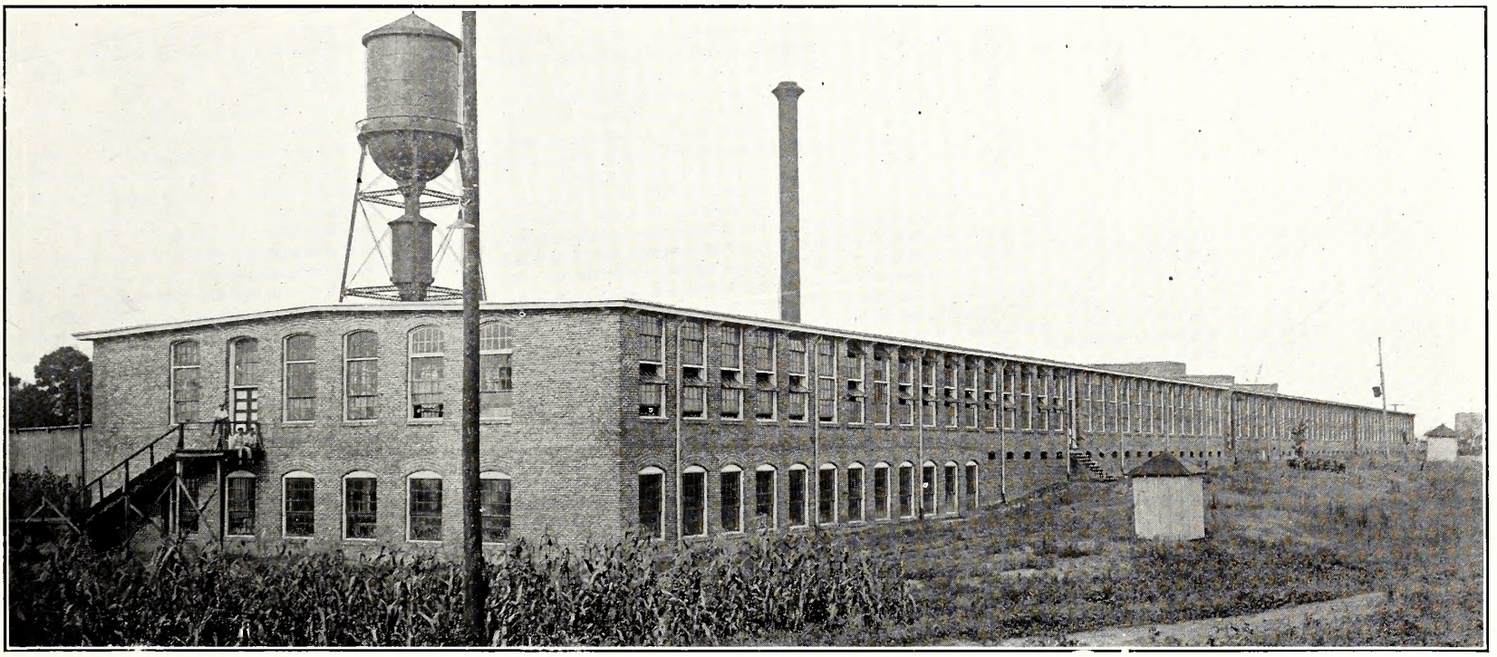
Every part of the mills and village is kept in a sanitary manner. A man is employed for the purpose of looking after the rubbish and trash that is liable to be dropped in the community. The people are taught the laws of hygiene and keep their premises clean and sanitary. The health of the community is excellent.

There are playgrounds for the children which are equipped with play apparatus for their amusement and pleasure, thus keeping them out in the open air and helping them grow strong and rugged. A splendid base ball park is the scene of many hotly contested games. The mills have a fine baseball team equipped by company and part of their expenses paid by the mills. This team has a most enthusiastic following and is the pride of the village.

Another interesting feature of the community is the concert band composed of mill operatives. The management has not only bought uniforms for this band but has bought the best kind of instruments for them. This band is a hobby of Col. Hunt's and it is his delight to encourage them.

There are many other attractions offered the operative who comes to the Oakland Cotton Mills besides those mentioned above. A very friendly welcome is extended those who come into the village. The people are always ready to help strangers, provided they are of the right class. A high standard of morality is maintained both in the mills and the village.

Greenville Cotton Mills, Inc.



GREENVILLE COTTON MILLS, INC., GREENVILLE, N. C.

The Greenville Cotton Mills, Inc. were founded in 1914 by W. H. Norris and associates, at Greenville, N. C. They have been under the same management since their organization. The officers are: J. G. Moye, president; R. R. Cotton, vice-president; R. Williams, secretary; E. B. Higgs, treasurer; J. O. Brown, superintendent and W. H. Norris, manager.

The capital stock is $250,000.00. The one story brick mill building is of modern mill construction thoroughly up-to-date in the matter of lighting and ventilating and other facilities that make for the health and comfort of the operatives. The equipment is of modern type best adapted for giving most efficient results in the manufactured product. There are 10,650 spindles which are engaged in the manufacture of high grade knitting yarns.

About 140 operatives are employed in these mills. Most of them with their families, live in the pretty mill village which has a population of approximately 300 inhabitants. The help in the Greenville Cotton Mills are as a rule a high class of operatives, intelligent, industrious and sober. In most instances they have come from the surrounding country, and are pure American stock. Upon coming to the mills they met with a friendly consideration on the part of the management and heads of the departments. They were patiently instructed in the work required of them and being intelligent and quick, it did not take them long to become skilled operatives.

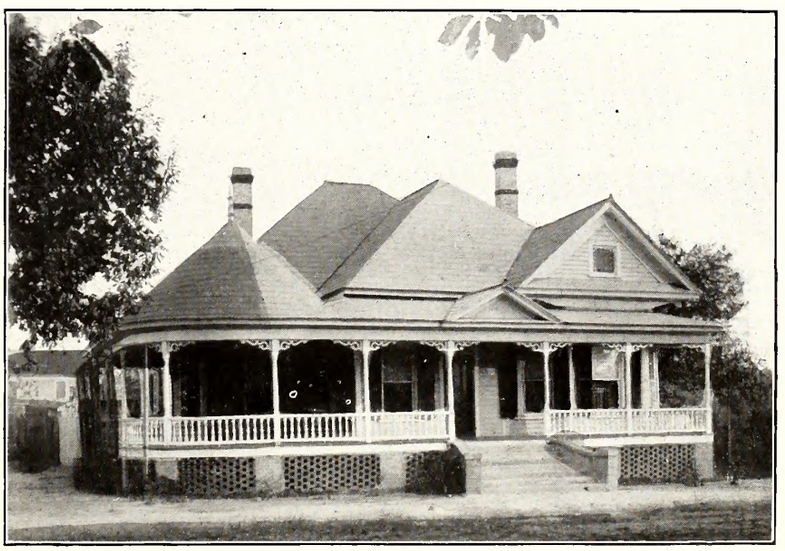
There is a very friendly feeling existing between employers and employee. In many instances they were known to each other long before the mills were started. Each feels an interest in the other and work together for mutual benefit. The operatives appreciate that the management has the welfare of themselves and their children at heart and they feel that no matter what may come up, or what advice or assistance they may need, they will always find a warm sympathy and a friendly hand.

The Greenville Mill village is attractively located on a well drained eminence and much has been done by the management in the way of enhancing the natural attractiveness. Shade trees have been planted, streets and sidewalks put into condition. Forty seven cottages of modern mill village type provides homes for the operatives. These are all attractively painted and are equipped with such modern conveniences as water, sewerage and electric lights. They contain from three to six rooms so that each family may find a home suitable for the number of persons in it.

A modern school building has been erected by the mills in the village. Some 60 to 70 pupils attend. The teachers are paid by the city as the school is under the supervision of the public school system of Greenville, the mills being located within its limits. From this school the pupils from the mill village go right on into the city High School and are able to hold their own, in many instances, with the best. The parents who are operatives in the Greenville Mills realize eductaional oportunities available to their children and, being ambitious for them, see to it that they attend school regularly.

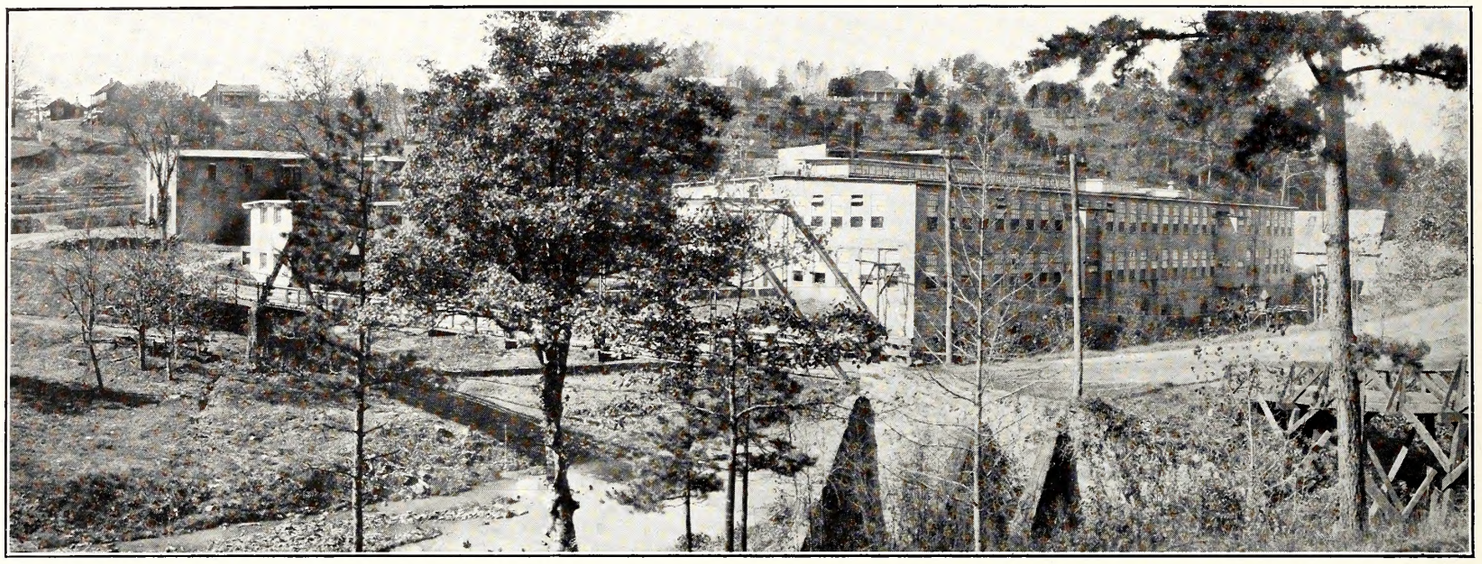


SUPERINTENDENT'S HOME



HOME OF MANAGER W. H. NORRIS.

Fairmont Manufacturing Company



FAIRMONT MANUFACTURING COMPANY, FAIRMONT, S. C.

The Fairmont Manufacturing Company was founded in 1908 at Fairmont, S. C., a few miles from Spartanburg. The mills have a capital stock of $375,000 and the executives are: Elroy Curtis, of New York, president; G. W. Grier, vice-president and manager; J. E. Fullagar, secretary; Frank E. Whitman, New York, treasurer; L. B. Gibson, superintendent.

The two-story buildings are of modern mill construction. It has been the aim of the management to make the mills as healthful and comfortable as possible, as well as to have a most pleasant environment for their operatives. The entire plant is kept spotlessly clean and sanitary. The soft lighting and fine systems of ventilating serve to make working conditions such as gain the greatest efficiency. The equipment consists of 12,608 spindles and 328 looms for the manufacture of narrow print cloths and fancies. Two hundred and twelve operatives are employed in this splendid textile plant. About 50 per cent of the operatives have been with the mills from the time operation was started and they feel in a large measure responsible for the reputation of the goods manufactured.

The management has taken into consideration the important part the human element plays in the success of any business in the building of their village. They have been just as careful in the planning and development of living conditions as in the building of their plant.

Eighty-six houses have been built in the pretty village, which has a population of approximately seven hundred people. These houses are of the modern type usually found in progressive mill communities. The size varies from three to six rooms and they are equipped with plenty of built-in cabinets, closets, porches, screens, running water and electric lights. While there is no sewerage system, each house has sanitary toilets. Each house has ample ground to grow plenty of fresh vegetables and flowers and fruits. Shade trees have been planted where there was not already a natural growth of fine trees.

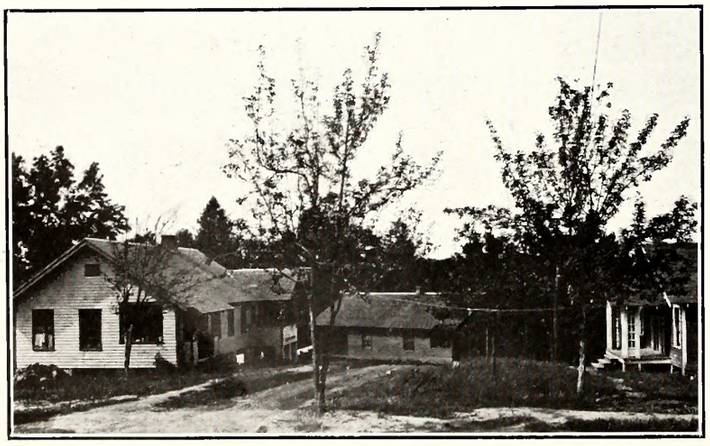
Village betterment work is a matter of vast importance to Mr. Grier and with the assistance and cooperation of Superintendent Gibson he is doing a great many fine things for the advancement of his people. Both of these gentlemen are possessed of pleasing personalities and have the faculty of getting very close to their people and making them understand how interested they are in their welfare. Such a fine bond of sympathy and understanding has developed between the management and their help that there is never a question of any kind that cannot be adjusted in an amicable manner by a straightforward discussion.

Two school houses have been built by the mills in the village for the benefit of the children of the community and there is also a night school for adults. Education is considered of paramount importance by the management. They have not only provided an excellent graded school for the older children but they have established a kindergarten for the training and development of the little tots at a very tender age. Unless one is perfectly familiar with conditions in mill villages it would be very hard indeed to realize the wonderful improvement that is gained by kindergarten work among the little children.

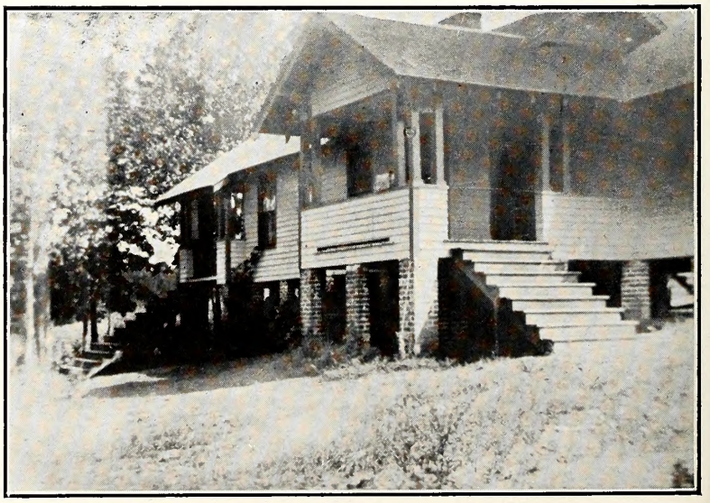
Playgrounds under the direction of a trained worker are another great factor in developing the children. The playgrounds at the Fairmont Manufacturing Company are well equipped with all kinds of play apparatus that not only amuse the children but cause them to grow strong and rugged.

Two nice churches, Methodist and Baptist, have been built in the village by the denominations and liberal assistance of the mills. Each has a good Sunday school with a large attendance. Mill operatives are naturally devout and take an active part in religious affairs.

There is a library in the village that is quite popular, as is attested by the well worn volumes. Besides the fine advantages enumerated many more equally as attractive are offered the operative at the Fairmont Manufacturing Company. Ninety-five per cent of the operatives are insured. At least 20 per cent are saving money. Though a mill physician is employed, the health of the community is excellent.

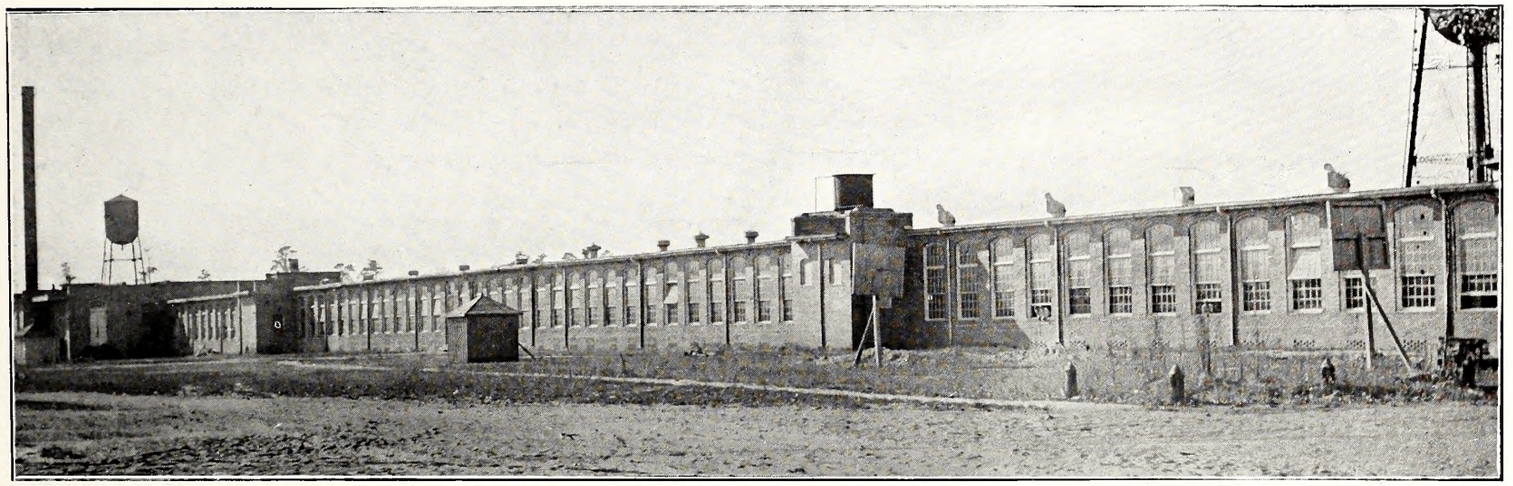


VILLAGE SCENE AT FAIRMONT MANUFACTURING COMPANY



COTTAGE AT FAIRMONT MANUFACTURING COMPANY

St. Paul's Cotton Mill Company



ST. PAUL'S COTTON MILLS, ST. PAUL'S, N. C.

The first cotton mills to be established at St. Paul's N. C. were founded in 1909. The mills have been under the same management since they were started. J. M. Butler, president; L. A. McGeehey, vice-president; A. R. McEachern, secretary and treasurer and manager; A. I. McDonald, superintendent; R. H. Coley, assistant secretary and treasurer.

A feature of the Saint Paul's Mills and one that demonstrates the kindly interest of the management is the providing of seats for women and girls who work in the winding room. Cold drinking water has been piped all over the entire plant into sanitary drinking fountains.

The operatives are intelligent people, healthy and robust, showing that they are well cared for.

The Saint Paul's Cotton Mills have been very prosperous since the first commenced operations. As may be seen from the accompanying picture, the mills are of modern mill construction, with a great deal of thought and consideration being thought and consideration being tions in the mills.

Such progressive business men as are at the head of the Saint Paul's Cotton Mills have long since discovered what a big factor the healthy, happy operative is in the success of any business. They consider expenditures for the improvement of living and working conditions, as well as for the pleasure and comfort of their help as most necessary and important. They are always interested in doing something that will make things more pleasant for their operatives.

The Saint Paul's Mills have a capital stock of $200,000.00. The equipment consists of 19,200 spindles which are driven by electricity. Three hundred operatives are employed in the mills and the products are 30-1 cone yarn and single and ply tubes, warps and skeins.

The management has built a beautiful little village on an eminence of natural beauty. Splendid native oaks cast a cool shade over the village and do much to enhance its beauty. Well cared for streets and sidewalks are another attractive feature. Ninety pretty frame cottages of the bungalow type, equipped with electric lights, sewerage, and waterworks, convenient and comfortable in every respect, were built for the mill operatives.

Service work is carried on under the direction of a trained worker has received splendid co-operation from the people. A very pretty community house is the center for all village affairs, whether social or otherwise. Here entertainments are given, lectures, public meetings, classes in domestic science, Mothers' Club, Girls Clubs, Women's Home Making Club, and many others, hold their meetings. The management is delighted with the results of this work. They believe in giving everybody a chance and help them all they can. A Girls' Canning Club is of special interest because of the large quantities of fruit and vegetables they put up for winter consumption. Prizes are offered by the management for the best kept premises, the finest vegetables and the prettiest flowers. All these things have a tendency to instill a civic pride in the people and create a greater interest in better homemaking.

The large, handsome $15,000.00 brick school building built for the use of the children of the vilage, is a credit to any town. This beautiful building is fully equipped with everything up-to-date. About 165 children are in regular attendance. This building has a large auditorium fitted with stage, electric lights, comfortable seats and piano.

Sports are encouraged. Baseball, and basket ball are the most popular. A brass band composed of operatives from the mills is a source of much pleasure to the people.

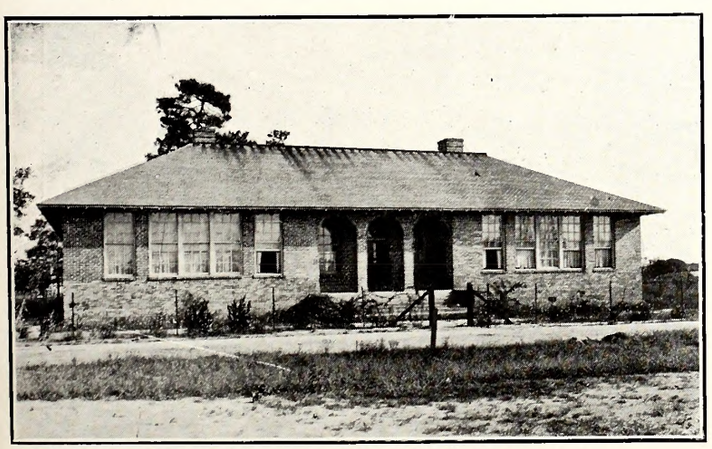
Many of the operatives have been with the mills since they were organized, are perfectly happy and would not feel like calling any other place home. They appreciate the interest of the management in their affairs and manifest it in their loyal pride in the mills and their work.

The St. Paul's Cotton Mills are doing a great good in the uplifting of the poorer class of illiterate people in their county, making better men and women of them, as well as giving employment at good wages. The play ground is a source of great pleasure and very beneficial exercise for the children with its many devices for their amusement.

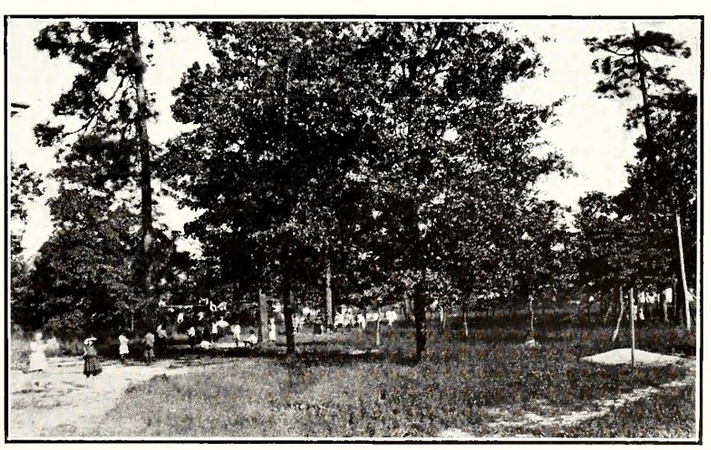
There are pleasant places of worship in the mills provided by the nice churches that the management has built. There are good Sunday Schools and the mill people are greatly interested in all church affairs. These people, are as a rule very devout and church work and church socials play a very important part in their lives.

There is no friction whatever between the executives and employees at the St. Paul's Mills. They work in perfect harmony, each feeling a personal interest in the other and all working together for a common cause.

The management and the operatives of the St. Paul's Cotton Mills take a pride in the high quality of the yarns they produce.

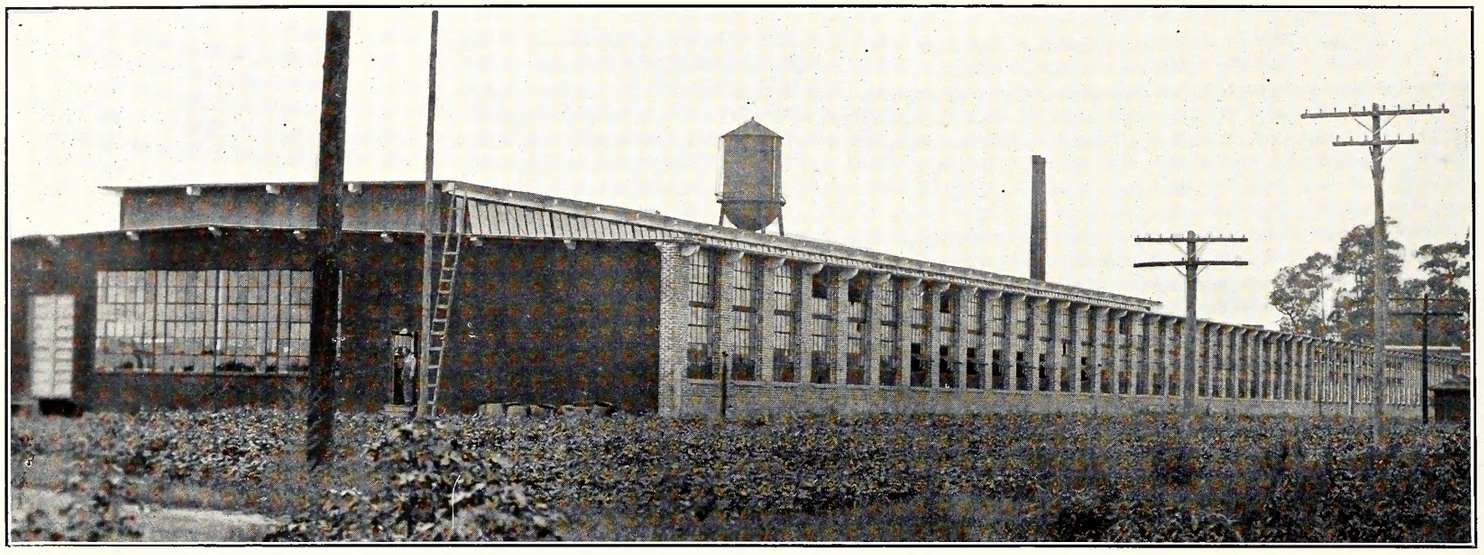


COMMUNITY HOUSE AND SCHOOL



PLAYGROUND SCENE, ST. PAUL'S COTTON MILL

Red Springs Cotton Mills



EAST END AND NORTH SIDE OF RED SPRINGS COTTON MILLS, RED SPRINGS, N. C.

In the beautiful little old town of Red Springs, N. C., there is located a great manufacturing plant that gives employment to about two hundred and twenty five people. This cotton factory was built in 1917 by fine business men of progressive ideas, big hearted men who love their fellow man and are in the habit of practicing the Golden Rule in their business relations as well as among their friends.

A. R. McEachern of St. Pauls, N. C. is president of the organization; H. Grantham, vice-president; J. M. Butler, secretary and treasurer and J. A. Coley is assistant. I. S. McManus is the superintendent. The capital stock of the company is $400,000.00.

The long one story red brick building is of modern mill construction with the most approved devices for lighting, heating and ventilating. The equipment is new and up-to-date being of the type best suited for the most efficient production of the yarns and fancy shirtings which the mills manufacture. There are 7,000 spindles and 160 looms.

Working conditions in the Red Spring Cotton Mills are all that can be desired. The McEacherns are noted for making this as comfortable and pleasant for their operatives as possible. Mr. Coley and Mr. McManus are in active charge of the mills and firmly believe that the better they treat their help the better results they will get in production.

The mill village has a population of 500 inhabitants. The management has built 68 homes for their mill families and will build more shortly. These homes are of the bungalow type, usually of from three to six rooms. They are attractive in appearance, conveniently arranged, and electrically lighted. Sanitary closets have been installed and a strict observance of sanitary rules are required.

Each cottage has a generous plot of ground where vegetables may be raised. Nice front yards with bright flowers and plants enhance the beauty of the village. The streets and pavements are in good repair and plenty of shade trees add to the appearance of the community.

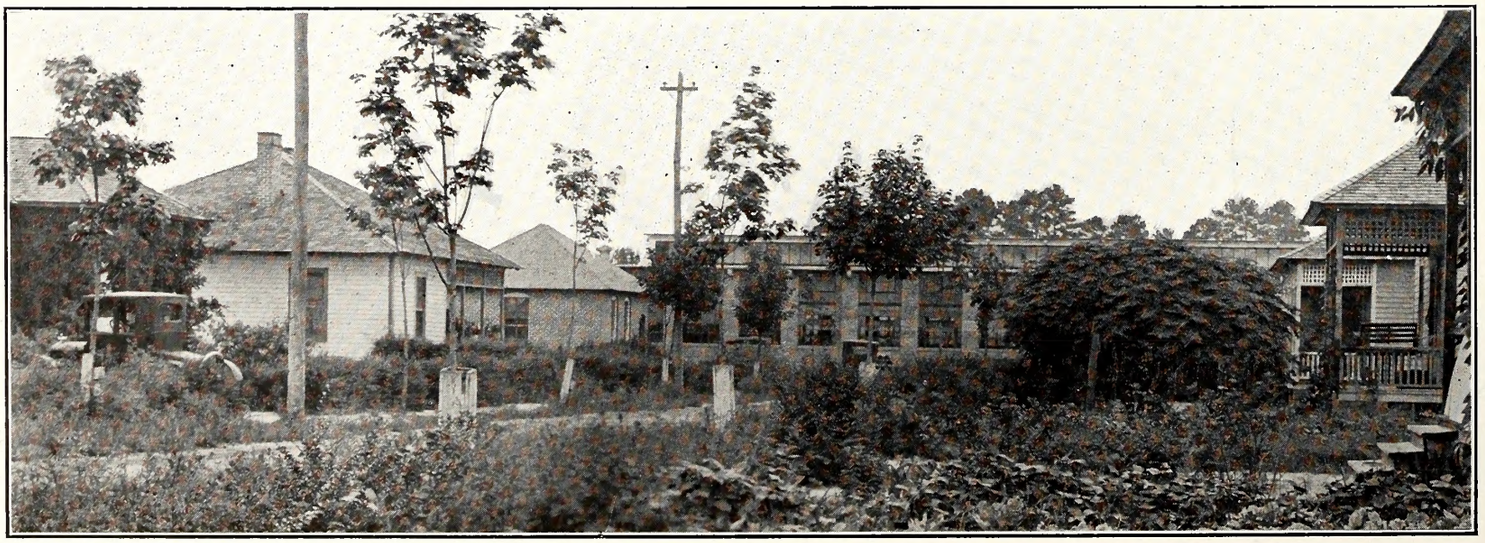
The operatives are encouraged to plant flowers, vegetables and fruits and as an incentive the management offer prizes for the best gardens and the most attractive premises.

Education regarded as very important by the management and in order that the children of the mill village may have advantages for an education far superior to what their parents had, has built a nice frame schoolhouse where two teachers are employed whose salaries are paid by the county supplemented by funds from the mills. About 75 children attend regularly. The children of the mill operatives are the average of those to be found in families of the ordinary citizens. Those who are ambitious go from the village school into higher schools of Red Springs where there are excellent educational facilities.

A neat comfortable church has been erected in the community for the use of the people. Any and all denominations are free to use it as it is maintained by the mills. There is a good Union Sunday School where the youngsters are trained in the ways of righteousness.

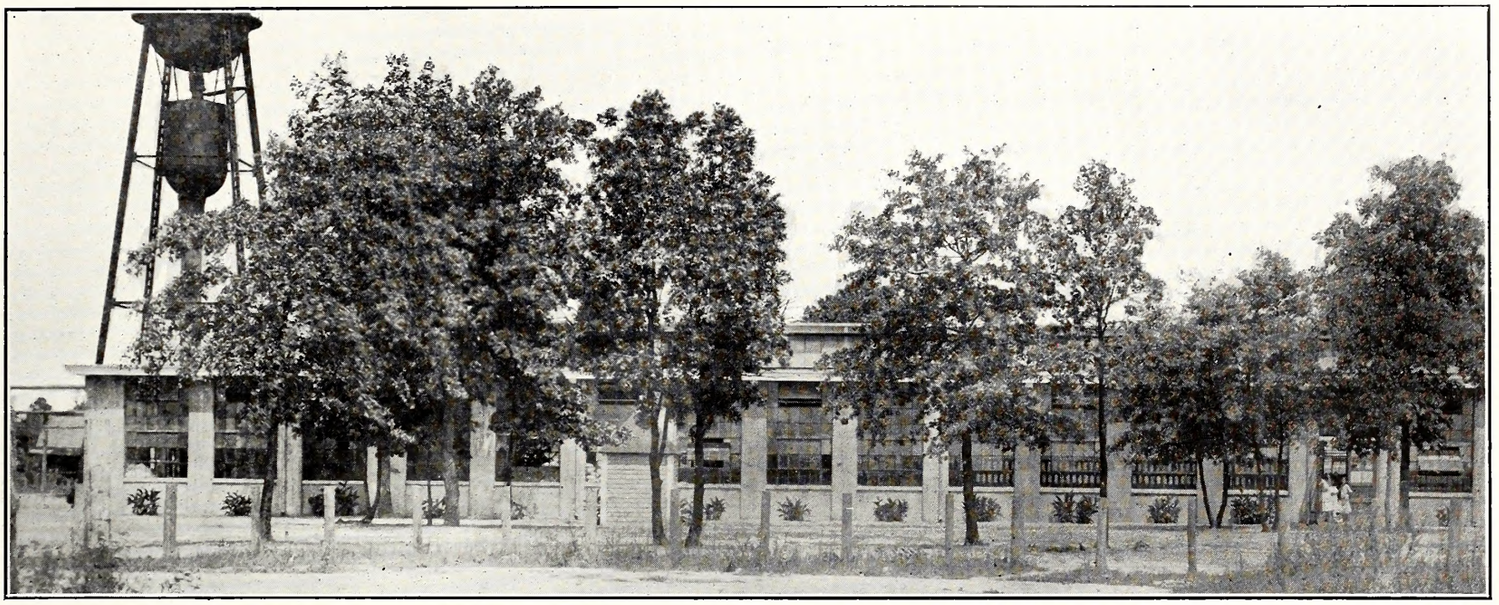
The Red Springs Cotton Mills have done a great deal for their people in many ways. The children have a very pretty playground equipped with various kinds of devices for their amusement, and there is a park for the grownups as well. Sports are encouraged, baseball and basket ball are the most popular.

A great many of the women natives of the surrounding country, descended from sturdy Scotch ancestors, and of pure Anglo-Saxon blood. They have come in from the mountain and farms, attracted by the good wages paid in the cotton mills, the nice comfortable homes and the good working conditions in the mills. Hours are not as long as they worked before coming into the mill community and they have never had so much ready cash in their lives .



COTTAGE, OFFICE AND SECTION OF MILL BUILDING, RED SPRINGS COTTON MILLS.

Ernaldson Cotton Mill Company



ERNALDSON COTTON MILLS, ST. PAUL, N. C.

The Ernaldson Cotton Mill company was established 1917 by A. R. McEachern and W. D. Johnson and these gentlemen have been untiring in their efforts to make the mills a success. Located at the pretty little town of St. Paul's, North Carolina, they have many natural advantages in fine climate, pure water supply, good shipping facilities.

In 1920 the entire plant was remodeled and enlarged. Today all that is best and most approved in the way of equipment and buildings are included in this plant. The buildings are of reinforced concrete and brick with a wooden cotton warehouse. The equipment consists of 8,000 spindles and 30 Wildman Ribber knitting machines. The products are hosiery yarns, 30's, and tubings. One hundred and seventy five operatives are employed. They are healthy, happy, people, receiving good wages, living in comfortable homes, working in pleasant environments.

The officers of the Ernaldson Cotton Mill Company are: R. R. McEachern, president; W. D. Johnson, vice-president, treasurer and manager; T. K. Cobb, secretary; J. F. Lockey, superintendent. A finer group of executives would be hard to find anywhere. They are possessed of business ability, energy and ambition for the success of their plant. It is no wonder that the mills have been so successful since they were founded.

The mill village is nicely located on a well drained site. Forty two houses, of the bungalow type, varying as to size and color painted, have been provided for the use of the operatives and their families. These homes are very attractive both as to appearance and arrangement. They are modern in architecture, electric lighted, have an abundance of pure water convenient, and sanitary toilets. Each cottage has ample space for a good garden. There is also plenty of room for the cultivation of flowers. An evidence of the appreciation of these comfortable homes is the interest manifested by the mill people in keeping them neat and clean and in enhancing their attractiveness with many bright flowers and vines.

The management is very much interested in the advancement and uplift of their people. They do many very fine things for their benefit, as well as for their entertainment and pleasure. No movement is ever put on foot for the betterment of the community, or the pleasure of the people that does not meet with the hearty endorsement of the management and their liberal assistance.

It has not been necessary for the mills to build schools for the education of the children of the community because they have free access to the fine graded schools of St. Paul's. There is a regular attendance from the village and the children show an equal intelligence and aptness as do those children from homes of the average class citizens of the town.

The people worship in the town churches, wherever they choose. However the management has built a Union Chapel in the village for the use of any denomination. This building is also used as a central meeting place for all sorts of clubs, public meetings, village entertainments and lectures.

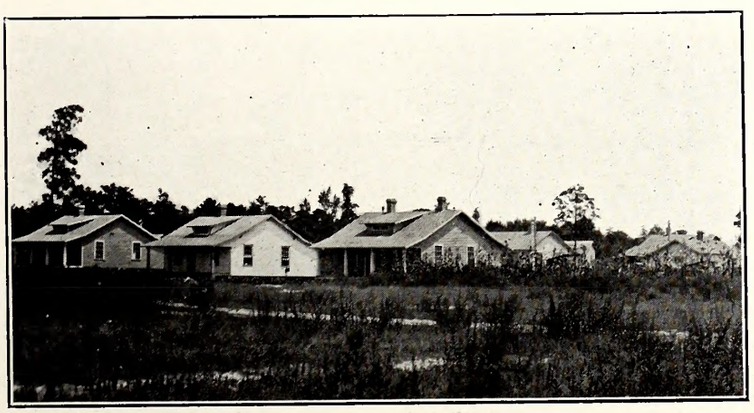
Sports and athletics are encouraged among the people. Baseball is quite popular and there is an excellent team composed of operatives of the mills.

Several families have been with the mills since they first started that is with the old mill. There are no labor troubles whatever. They are perfectly satisfied. About 25 percent of them are saving money and the longer they stay with the mills the more they will learn of thrift as it is the policy of the management to encourage savings accounts among the people.

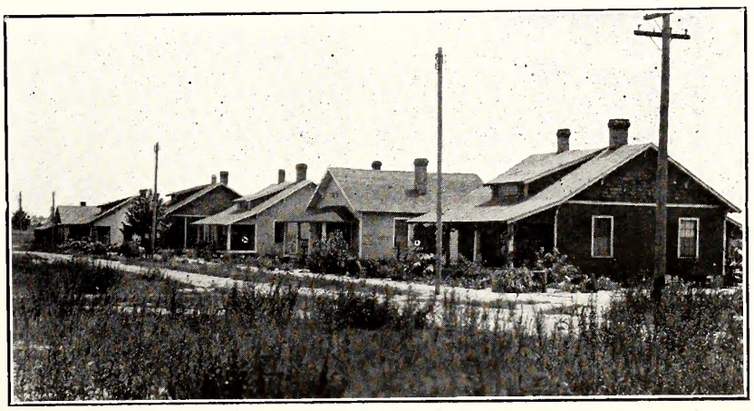
There is little changing at these mills and many of the operatives have been with the company for years. They are well treated and appreciate it, and it is good working conditions and good living conditions with employers who appreciate the welfare of their operatives.

The old idea that mill operatives were to be set aside in a class to themselves has given away to a recognition that they are in no way different from other people.

There is in every soul something that seeks an outlet in religious worship. This is especially true of the cotton mill people. They have a simple faith in God and the Bible. They read the Bible, believe its teachings and try to live by its precepts and train their children accordingly.

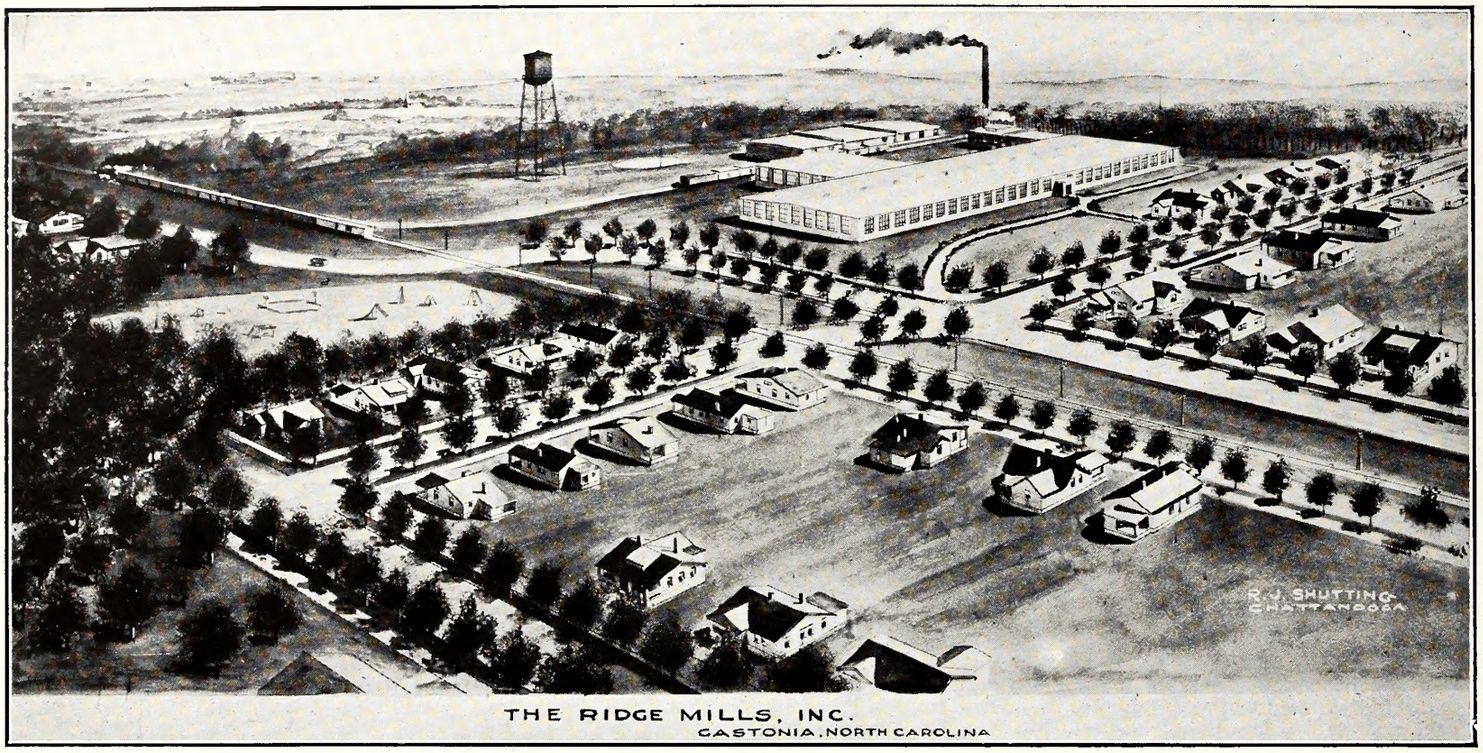


COTTAGES AT ERNALDSON COTTON MILLS.



COTTAGES AT ERNALDSON COTTON MILLS.

Pinkney, Rankin, Ridge Group



THE RIDGE MILLS, INC.
GASTONIA, NORTH CAROLINA

The Pinkney, Rankin, Ridge Group of Mills was established in 1916 by R. Grady Rankin & Bros.

The mills composing the group are as follows:

The Pinkney Mills, Inc., with capital stock of $475,000 and 10,000 spindles on combed yarns 50's to 70's. R. Grady Rankin, president; Henry Rankin, vice-president; L. S. Rankin, secretary, and H. M. Childers, superintendent.

The Rankin Mills, Inc., with $250,000 capital stock and 6,000 spindles on 36's and 40's combed hosiery yarns. Henry Rankin is president, R. Grady Rankin is vice-president, L. S. Rankin, secretary, and W. A. Marley, superintendent.

Ridge Mills, Inc., with capital stock of $550,000 and 10,000 spindles on combed yarns 70's to 100's. R. Grady Rankin is president, Henry Rankin, vice-president, L. S. Rankin, secretary, and T. P. Morris, superintendent.

All of these mills have, for their employees, modern bungalows equipped with running water, sewerage and electric lights.

There is a ten-room brick graded school which was financed by the mills.

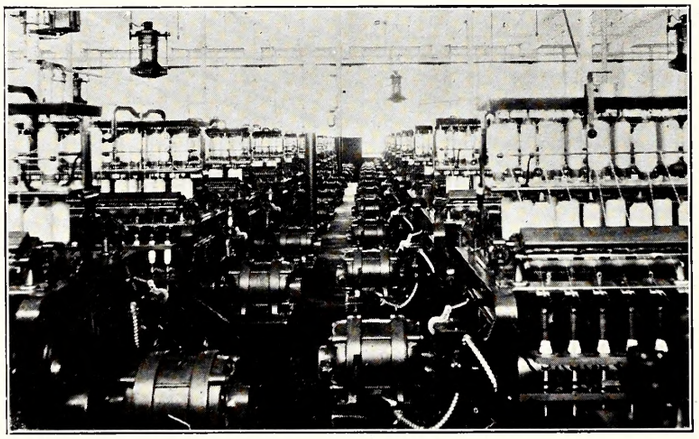
There are ten teachers employed in the school. In order to secure high grade teachers and thereby give the children of their employees the best opportunities for education the mills supplement the amount paid by the county towards the support of this school.

There are three churches, Presbyterian, Baptist and Methodist. They are supported by their congregations but whenever a church finds itself short of funds the mills come to their rescue.

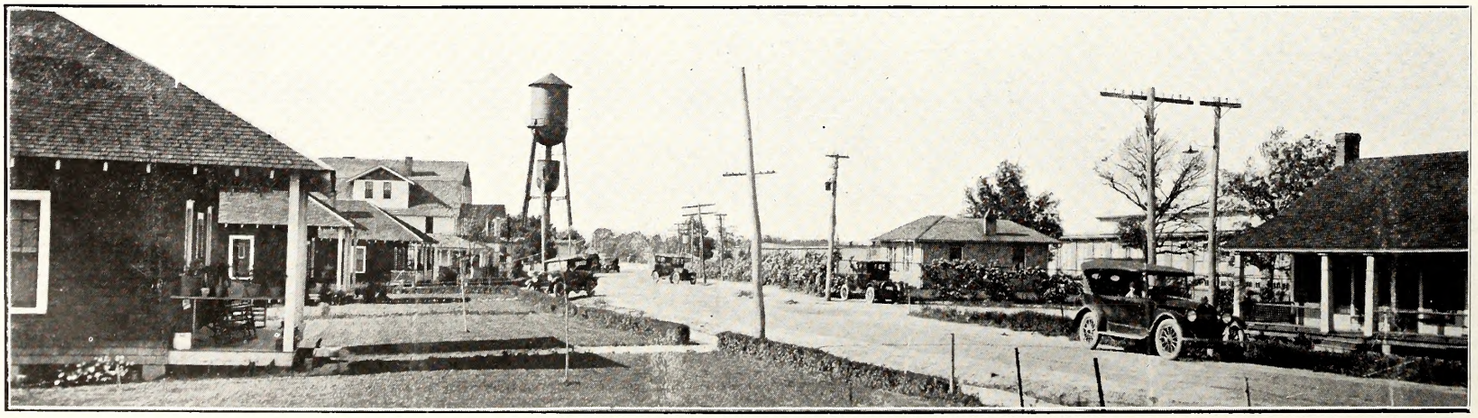
Welfare work among the mill operatives is looked after by the church organizations with the knowledge that in cases of suffering and distress they can call upon the mills for help.

Grady Rankin and his brothers, while still young in years, have established reputations as progressive cotton manufacturers and they have been successful.

With new and up-to-date mills and an extensive knowledge of cotton manufacturing they have produced yarns of a superior quality and the product of the Pinkney-Rankin-Ridge group are always in demand.

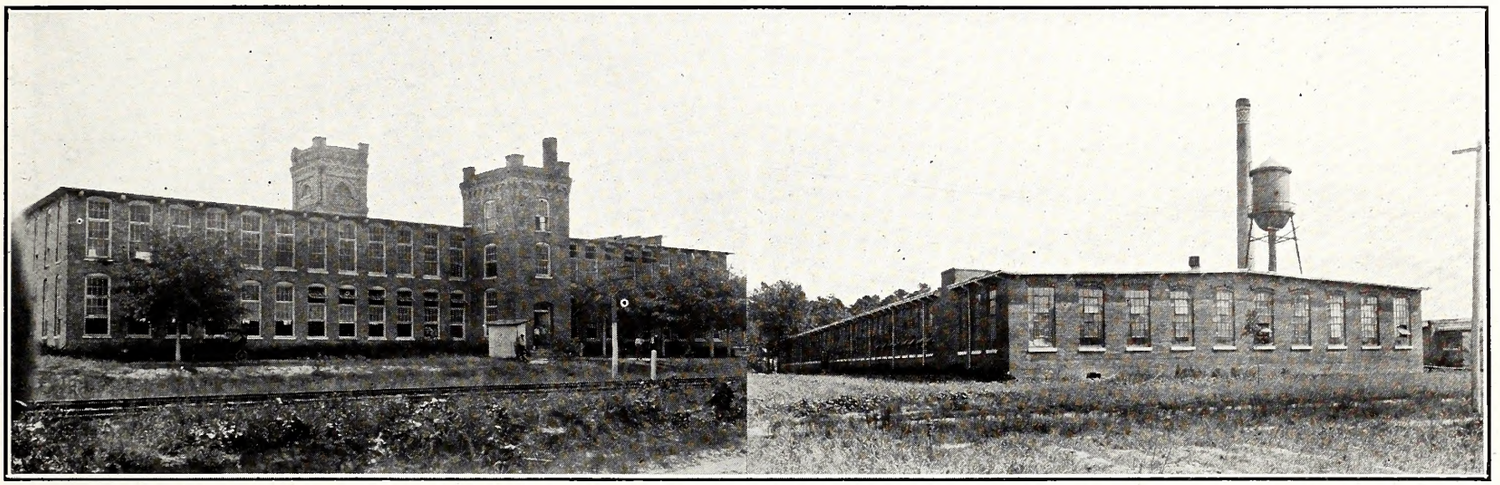


SPINNING ROOM OF RANKIN MILLS



PINKNEY MILLS, INC., GASTONIA, N. C.

Ivanhoe Manufacturing Company



IVANHOE MANUFACTURING COMPANY, SMITHFIELD, N. C.

The Ivanhoe Manufacturing Company was founded in 1909 and is located in the little town of Smithfield, N. C. There has been no change in management since the mills were organized. The men at the head of the business are progressive, and very liberal in their dealings with their help. They believe in the "Golden Rule" and are just as energetic in their efforts for the advancement and uplift of their operatives as they are zealous in their financial affairs.

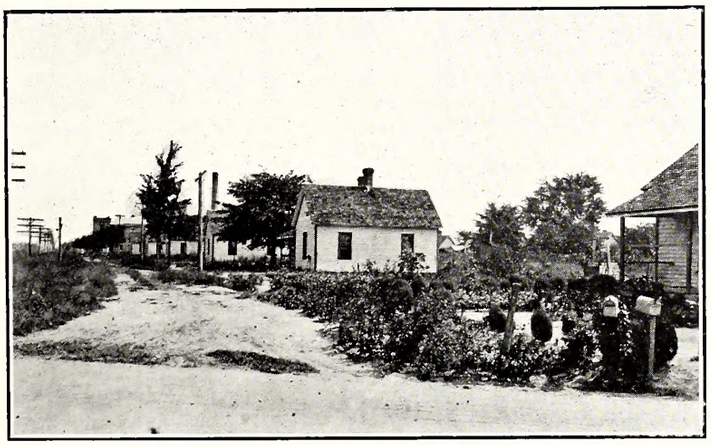
The officers are: B. B. Adams, president; W. H. Austin, vice-president; J. J. Broadhurst, secretary; F. K. Broadhurst, treasurer and manager; W. J. Gordon, superintendent. The Broadhursts are practical business men with a wide experience in textile work and possessed of splendid judgment. They realize that the human element in any business is a most important factor and understand that the most efficient operatives are those people who are healthy, happy and contented. The Broadhursts feel that money expended in making living and working conditions for their help the very best possible is just as legitimate and necessary as that expended for machinery and raw cotton. They have a splendid co-worker in their capable superintendent. Mr. Gordon has a fine personality and is a good mixer. He gets very close to his employees and knows just how to encourage them and develop them into fine upstanding operatives, skilled and efficient.

The Ivanhoe Manufacturing Company is capitalized at $500,000. The buildings are of standard mill construction with the most approved systems for ventilating, heating and humidifying. Everything is kept in spotless condition. Sanitary drinking fountains provide pure drinking water throughout the mills. The equipment of 22,320 spindles is operated by hydro-electric power and the products are 50,000 pounds of hosiery yarns, 16's to 24's.

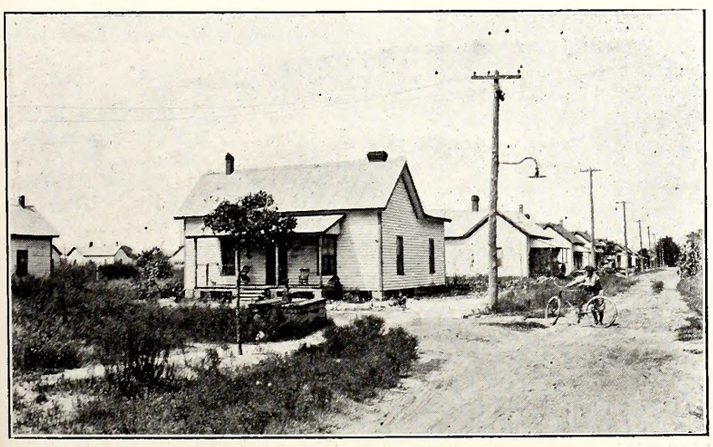
One hundred and forty-five operatives are employed in the Ivanhoe plant. These people live, with their families, in the pretty little village which has been carefully planned and built by the company. The village is complete in itself with its stores, schools, churches, places of amusement, etc. The streets have been improved and the sidewalks are good, shade trees planted and the natural beauty of the place enhanced.

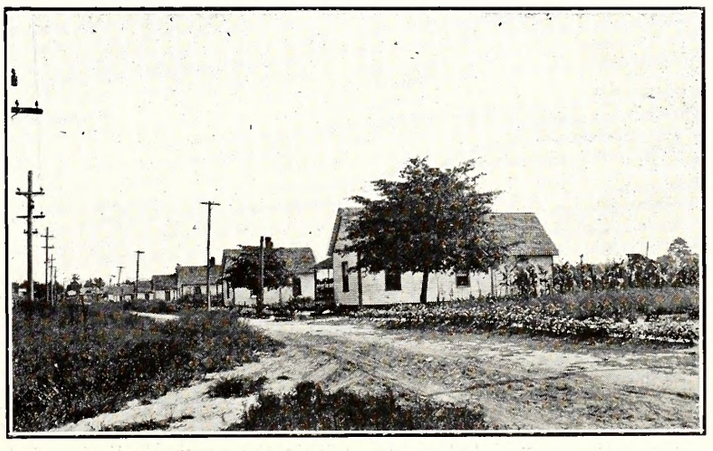
The management has built one hundred and twenty-five neat cottages of from three to six rooms each, convenient and comfortable, nicely painted inside and out, with plastered walls, plenty of closets, kitchen sinks, baths, toilets and lavatories, complete with electric lights, and all modern city conveniences. Each cottage has a good plot of ground for a garden; in the front yards many bright flowers and vines show the pride the village people take in making their premises attractive and home-like.

Welfare work under the direction of a trained worker is carried on in the village. A wonderful improvement has been noted in this work and the management is most enthusiastic on the subject. Various clubs and societies have been organized among the people for their advancement and pleasure. Two of the most important of these is the Girls' Canning Club and the Boy Scout troop. The girls are being trained in domestic science arts and are developing into home makers and housekeepers. The boys are trained to be courageous, manly young men.



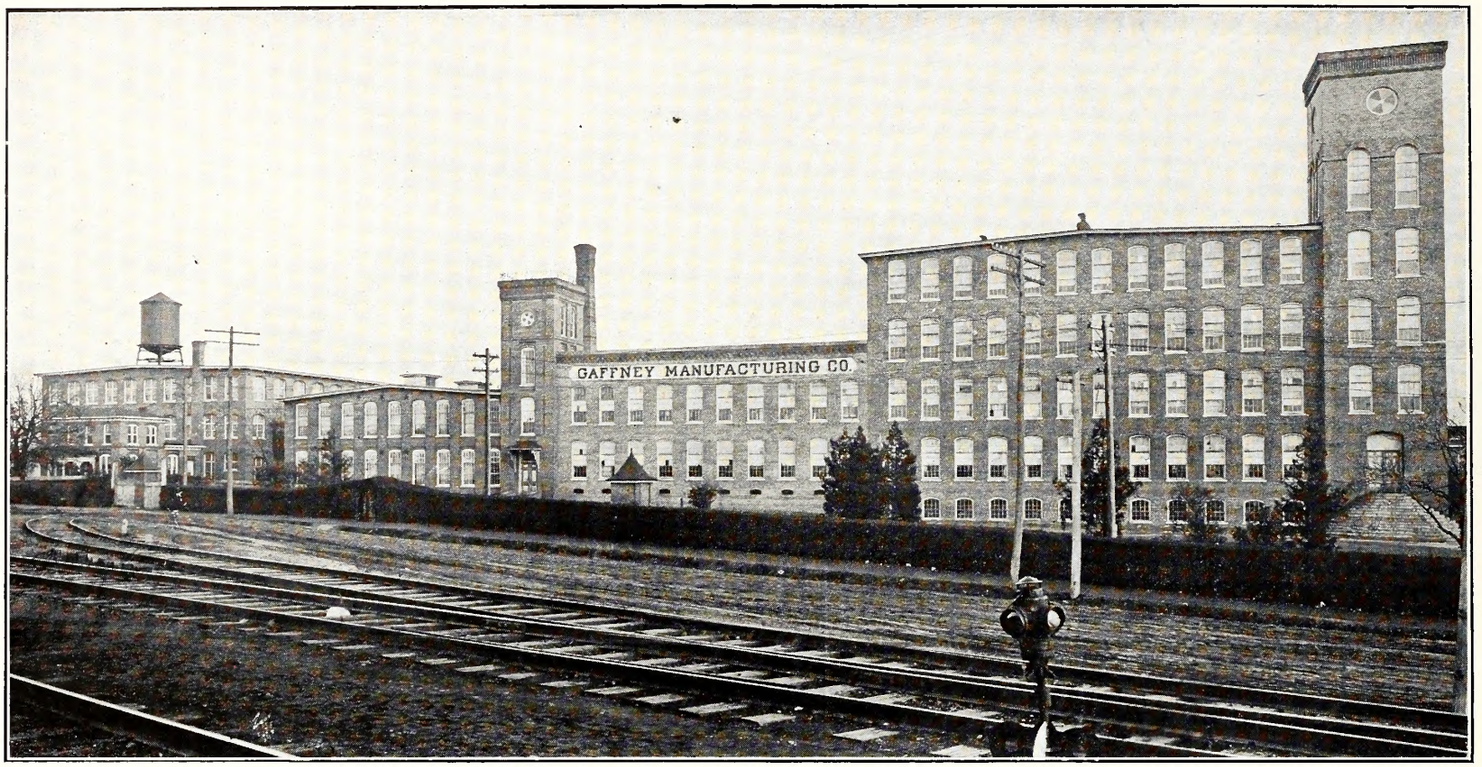
ATTRACTIVE STREET AT IVANHOE MANUFACTURING COMPANY





VILLAGE AND STREET SCENES AT THE IVANHOE MANUFACTURING COMPANY

Gaffney Manufacturing Company



GAFFNEY MANUFACTURING COMPANY, GAFFNEY, S. C.

The Gaffney Manufacturing Company, of Gaffney, S. C., is a large and successful manufacturing establishment. The company is capitalized at $1,600,000 and operates a cotton mill of 80,512 spindles and 1,868 looms. Their output is print cloths and they produce more than four million pounds annually. Alfred Moore is president and treasurer; W. R. Tanner, secretary, and C. L. Chandler, superintendent.

The mill was built in 1892, the capital stock of the company at the time being $125,000. The original plant had only 4,000 spindles and 100 looms. In 1895 the capital stock was increased and from time to time the equipment was added to until the present spindleage was reached.

In 1905 Thomas E. Moore became president and remained in this position until his death in 1912. Alfred E. Moore has been president since that time. Under the management of Mr. Moore and L. G. Potter, the efficient secretary, the company is now in the strongest financial condition and is meeting with a great deal of success.

The Gaffney Manufacturing Company was among the first to build good houses for their employees and provide recreation for them. A great deal of attention is paid to the welfare of the employees. Every precaution is taken to prevent disease and the health of the people is excellent. The mills have taken up the work of having the children learn how to keep their bodies healthy. The girls are also taught cooking and sewing, and other domestic arts.

The houses are comfortable, and attractive and are repainted and remodeled from time to time. Septic tanks for sewerage disposal are in all the houses and everything about the village is kept in the most sanitary condition. The management realizes the effect of clean surroundings upon the health of their employees.

Some years ago the employees of the Gaffney Manufacturing Company, in co-operation with those of the Hamrick and Limestone Mills, built a Baptist church which cost $20,000, this figure not including the price of the land on which the church stands. The operatives undertook this work themselves, and the church is one of the handsomest in the State. This incident serves to give an insight into the character of the people who work at this mill.

There is an excellent school system in Gaffney and the mill children are privileged to attend. The city graded school has a handsome building and twelve teachers. The attendance is 750, most of whom are children from the cotton mills of Gaffney.

The living conditions of the people here are much better than those of the tenant farmer class. The employees are better fed, better housed and have a great many more advantages than the people in the rural districts. The mills are modern in construction, well lighted and ventilated and have the best sanitary conditions that can be provided. The death rate is very low, showing that the work is light and that health conditions are good. They are happy and cheerful, which is the best proof that their work is not burdensome and that their surroundings are pleasant. They live within the corporate limits of Gaffney and are regarded as being among the town's most substantial and progressive citizens.

Only about 200 people were employed when the Gaffney Manufacturing Company was first built, but today the employees number 750, and this increase is typical of the growth of the textile industry of the South.

The Gaffney Manufacturing Company was one of the first mills to show an interest in the welfare of their employees. Their village is composed of 203 well built and well kept homes. While not elaborate, they are comfortable and are far better than the houses to which those who came from the mountains or small farms had been accustomed.

About ten homes are owned by employees but the exceedingly low rent charged by the mill makes most of the employees prefer to live in mill cottages.

The mill village is lighted by electricity, has cement sidewalks and is under the protection of the city police department.

It is estimated that about 60 per cent of the employees carry life insurance and about 50 per cent save money.

Mr. Alfred Moore, president and treasurer, comes of a family that has made its name known throughout the South as efficient and successful cotton manufacturers.

Mr. Moore is also president of the Jackson Mills at Iva, S. C., and Wellford, S. C., and until their recent sale was treasurer of the Tucapau Mills.

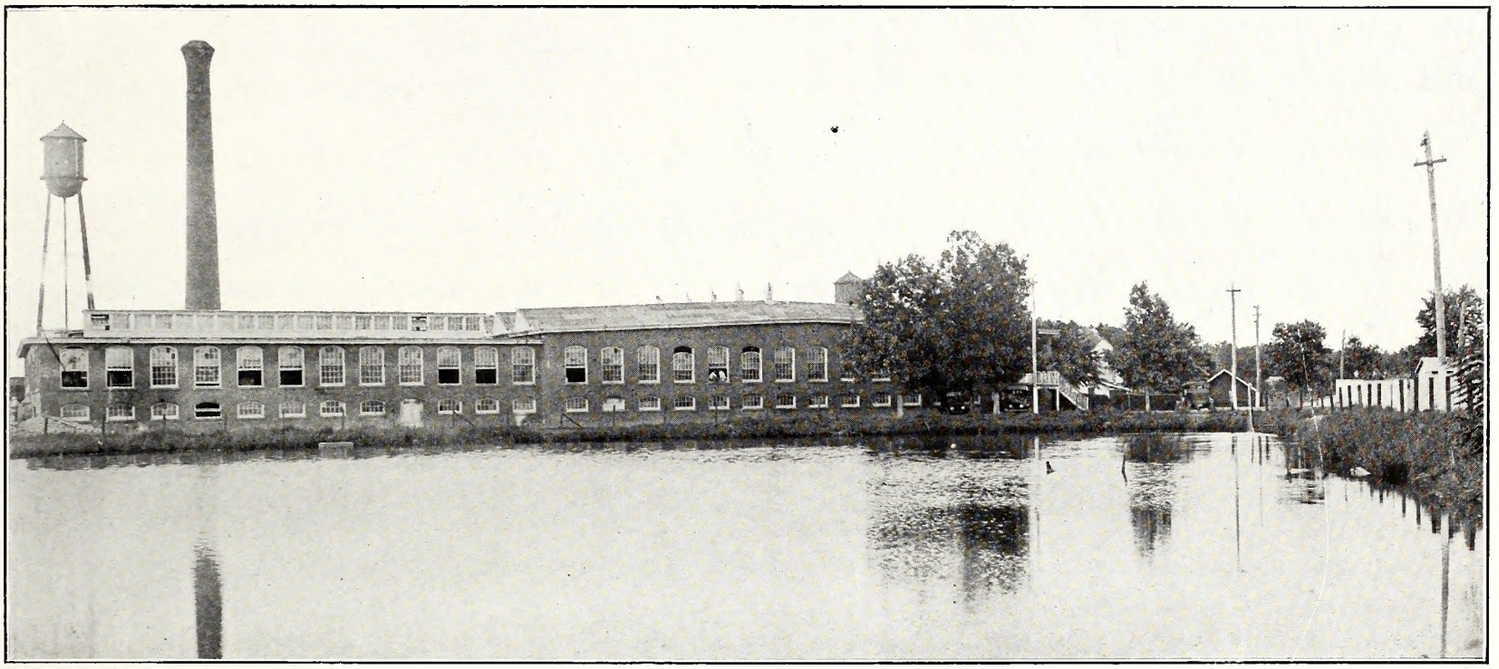
C. L. Chandler, the superintendent, is a man who has worked his way up and his training and his long experience in mill work has in every way qualified him for the big position which he now so ably fills. He is recognized as having knowledge on all phases of cotton manufacturing, and besides his ability as a manufacturer, is one of the most prominent citizens in his town. Those under him hold him in the highest esteem and he has the greatest interest in his employees and their welfare.

As a class the operatives are intelligent, industrious and a law abiding people. They appreciate the interest of the management in their welfare and they, in turn, look after the interests of the mills in execution of their work, helping to keep up a high quality of goods manufactured and a high standard of morality in the mills.

No use to ask about the labor situation. All one has to do is to look at the operatives at Gaffney Manufacturing Company to know there is no such question in their lives. Some of them have been with the mills since they started operations about thirty-two years ago.

Gaffney has for many years been known as one of the most progressive towns in South Carolina. It has grown steadily during recent years and the prosperity it has enjoyed has been reflected in the many improvements that have been made in the town. The mill interests at Gaffney have always taken a leading part in civic activities and have been actively identified with every movement that made for community development. This is particularly true of the officials of the Gaffney Manufacturing Company, who are among the leading citizens of the town.

The Jackson Mills



THE JACKSON MILLS, IVA, S. C.

The Jackson Mills have two plants, one located in the beautiful little city of Iva, S. C., and the other at Wellford, S. C., on the main line of the Southern Railway.

They have 27,776 spindles and 721 looms at Iva and 12,500 spindles and 300 looms at Wellford. They manufacture a high quality of 36 to 60-inch sheetings.

Alfred Moore, of Wellford, S. C., president and treasurer of the Gaffney Manufacturing Company, is also president and treasurer and the guiding spirit of the Jackson Mills.

He is a member of a family that has a record of success in cotton manufacturing and the Jackson Mills has been no exception.

S. E. Anderson is secretary and assistant treasurer of the Jackson Mills and J. J. Jordan is the efficient superintendent of the Iva plant.

Both of these men are experienced in their lines and under their management the plants are operated smoothly and efficiently.

As the plant at Wellford is just being completed, we can only write of the working and living conditions that surround the original mill at Iva.

That plant has 300 employees, most of whom were recruited in the country around Iva, and came to the mill to better their living conditions.

It is said that there was poor land around Iva and that these were poor people. Hence their condition has been improved. Incidentally the condition of the country has been improved, for one cannot now buy land around here for three times the prices reigning when the mill was built. The taking of tenant farmers from the country benefited them and did not injure the country, it appears. It gave the country a broader market for vegetables and other farm products and gave the farmers a broader opportunity in life.

There are at least fifteen homes here owned by operatives. Whether or not it is an evidence of thrift, but certainly as an evidence of possession, there are many who own automobiles.

The mill furnishes pasturage, the people have cheap rent and fuel, and there is everything here to make their condition in life better than it could be as tenant farmers.

The moral tone of the community is good and the people will not stand for immoral or law class people to live in their midst.

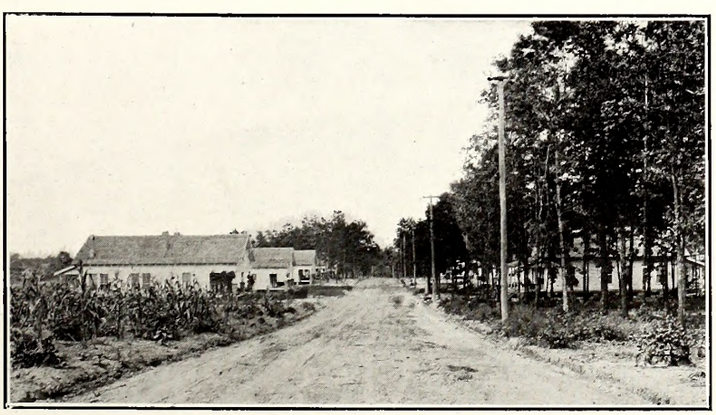
The Jackson Mill management realizes that the first requisite in successfully operating a cotton mill is to secure high class operatives and they have endeavored to make the mill homes and the surroundings such as to attract people of the highest type.

The Jackson Mills No. 2, at Wellford, S. C., has just been completed but everything was bought with the idea of making the mill and village equal to that at Iva. The latest type machinery was installed and comfortable homes were erected for the operatives.

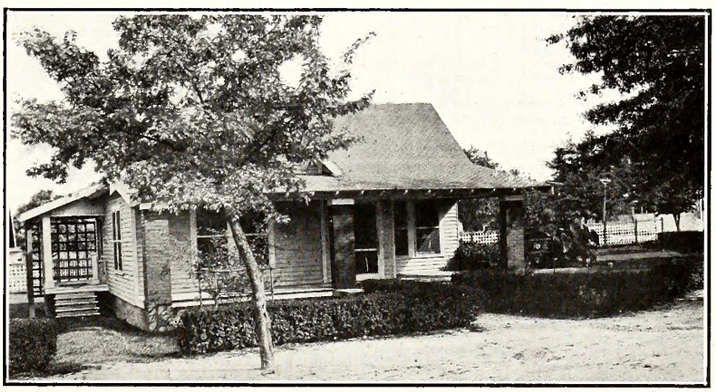
Mr. Alfred Moore lives at Wellford and has taken a personal interest in seeing that the very best conditions shall prevail at the new plant.



VIEW OF THE JACKSON MILLS



STREET AT THE JACKSON MILLS



COTTAGE AT THE JACKSON MILLS

High Falls Manufacturing Company



(1) HIGH FALLS MILL; (2) SCHOOL; (3) CHURCH; (4) GIRLS' HOME; (5) RESIDENCE; (6) MILL DAM

The High Falls Manufacturing Company is located at High Falls, N. C., near the town of Halliston, N. C. A more beautiful site for a big industry and its village would be hard to find than the picturesque spot on the banks of the Deep River. The site is well drained, healthful, with fine water, magnificent trees, and many other natural beauties. The High Falls Manufacturing Company selected this ideal spot and set about developing a textile industry in keeping with the location.

The High Falls Manufacturing Company has a capital stock of $100,000. The executives are: J. Waldo Woody, president; A. J. Jones, vice-president; G. C. Shaw, secretary and superintendent. This is a group of fine business men, possessing keen judgment and good, hard, common sense. They are equally as interested in their help as they are in making dollars for themselves. They appreciate the fact that the human element in any big industry is of paramount importance and consider money spent for the welfare and happiness of their operatives a legitimate and necessary expenditure. However, they have a genuine personal interest in their people, and frequently the entire time of executive meeting is given over to discussions of how to help their operatives and plans for their improvement and advancement.

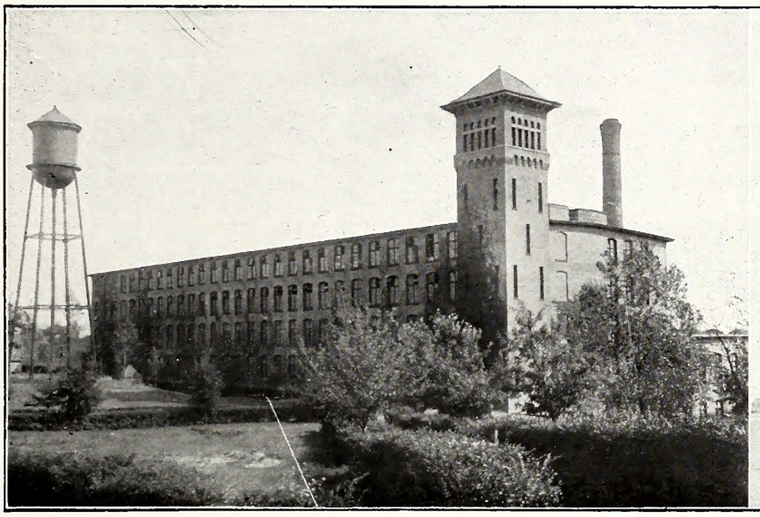
Mr. Shaw is practically the manager of the business and is a young man of unusual energy and ability, winning personality and genial manner. Mr. Shaw's popularity is demonstrated by the fact that he was twice elected County Commissioner with highest number of votes except in two townships. He is very close to his operatives and they appreciate his interest in their personal affairs. Because of this friendliness the help is always eager to please him and take a loyal pride in the workings of the mills.

The mill buildings are kept modern and up-to-date. The equipment, which consists of 4,080 spindles, is also modern, and working conditions are most pleasant and comfortable. The mills are kept spotlessly clean and sanitary. The products of the mills are 8's to 12's skeins and tubes.

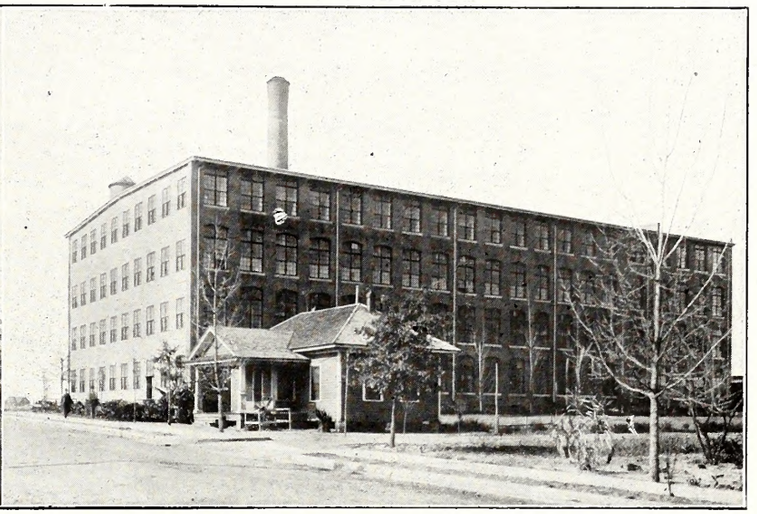
Most of the operatives live in the pretty little mills village, which has been built for them by the management. This village is being continually improved and beautified. There has been a great deal of building, including ten-room boarding house, furnished for those operatives who are unmarried. No room rent is charged. They only pay for their meals.

Each cottage has plenty of space for good gardens and many beautiful flowers are seen around the yards. The houses have lights and water. Sewerage is being put in some. The mills have full sewerage connection.

Grendel Mills



GRENDEL MILL NO. 1, GREENWOOD, S. C.



GRENDEL MILL NO. 2, GREENWOOD, S. C.

Two splendid plants located some distance apart in Greenwood, S. C., compose the Grendel Mills.

Greenwood is one of the most beautiful little cities of the Palmetto State, wide awake, prosperous and progressive. The climate, water and location make it an ideal place for establishing any sort of an industry. The transportation facilities are unusually good, far better than is generally found in a town of the same size as Greenwood. The people are possessed of a spirit of civic pride, no one knocks, but every one boosts his town as a fine place to live. The schools are among the finest to be found in the State and that is a point always to be considered.

J. P. Abney is president and treasurer and the guiding spirit in the Grendel Mills. J. E. Burnside is the efficient secretary.

J. E. Thompson is the general superintendent, assisted at Mill No. 1 by W. K. Wood and at Mill No. 2 by L. E. Foster. Mr. Thompson was formerly an overseer but won steady promotion to his present position.

Grendel Mills No. 1 are located in the northern part of the city, while Grendel Mills No. 2 are about two miles south of Greenwood. The combined capital stock of the two plants is $1,250,000 and the combined number of spindles is 62,080, and 1,402 looms are included in the equipment. Sheetings and print cloths are the products of these mills and 700 per sons find employment at the two plants.

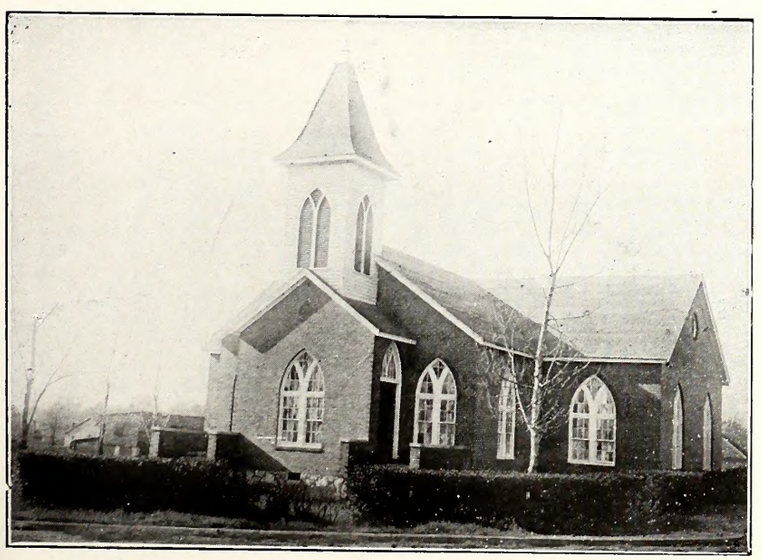
It is easy to judge from the outside of the buildings shown that the mills are of modern construction, and that they are kept up-to-date in every respect. But one cannot tell by looking at the outside just what conditions may be within, though it would be natural to infer that they would correspond to the exterior. Upon investigation one finds that working conditions at these two cotton mills are very nearly perfect. Everything possible has been done to make things pleasant and helpful for the operatives. Not only is there plenty of fresh air at all seasons of the year, ventilation is excellent, so are the heating and lighting facilities. Humidifiers have been installed of an improved system and even during the hot summer days the temperature of the buildings is kept cool and comfortable by driving very cold water through the humidifiers. Pure water from deep driven wells is piped through the mills and sanitary drinking fountains add to the healthfulness of the conditions. A regular squad for cleaning the mills and keeping them in spotless shape is employed at both mills.

There is a beautiful village in close proximity to each plant. The management has spared no pains in making these villages as attractive and pleasant as possible for their help. There are 280 modern cottages, of the bungalow and other pleasing designs. They are well constructed and kept in excellent repair, painted prettily in harmonious colors, convenient and comfortable and fully equipped with modern conveniences of the city, such as lights, water, baths and sewerage. There are gardens for raising plenty of fresh vegetables, and blooming plants and vines enhance the homelike appearance of the cottages. These people have caught the spirit of the mills and the city of Greenwood and are very proud of their villages and insist on seeing to it that they are kept clean and neat.

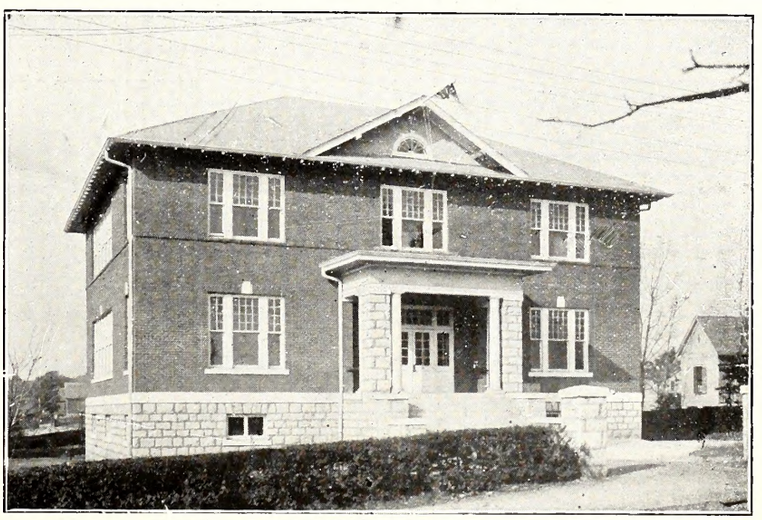
Note the beautiful school buildings at Grendel Mills. It is not necessary to go into details concerning the kind of school that would be taught in such a handsome, modern building. The management is intensely interested in all educational affairs and urge the operatives to send their children to school regularly and as long as possible.

Mr. Abney is a man of large affairs and has many other interests outside the Grendel Mills, but he pays close attention to the operation of his mills and to welfare of the mill people.

From the above story it may be seen that the operatives of the Grendel Mills, Greenwood, are contented people who work in thorough harmony with their executives. Very seldom is there every a question raised between the two and when such a thing does occur there is a quick and amicable adjustment. Labor troubles are unknown. Operatives seldom leave the mills and those who are fortunate enough to be taken into the community find a warm helpful welcome extended them.

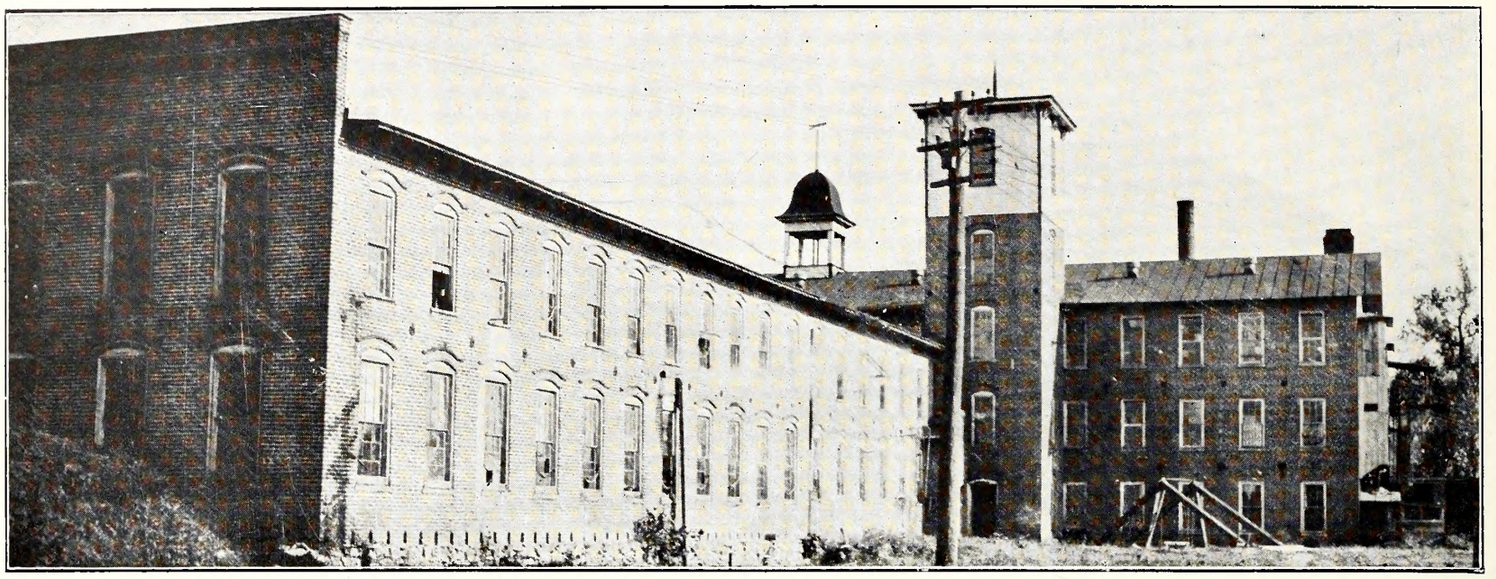


CHURCH AT GRENDEL MILLS



SCHOOL AT GRENDEL MILLS

Columbia Manufacturing Company



COLUMBIA MANUFACTURING COMPANY, RAMSEUR, N. C.

The Columbia Manufacturing Company is among the oldest mills in the State, and has a very similar history to other cotton mills that went through the trying experiences of the War Between the States. The capital stock is $160,000, with an equipment of 11,280 spindles and 300 looms which are used in the manufacture of 4-yard, 48x52 sheetings. The products of these mills have won a splendid reputation in the markets for their excellence of quality.

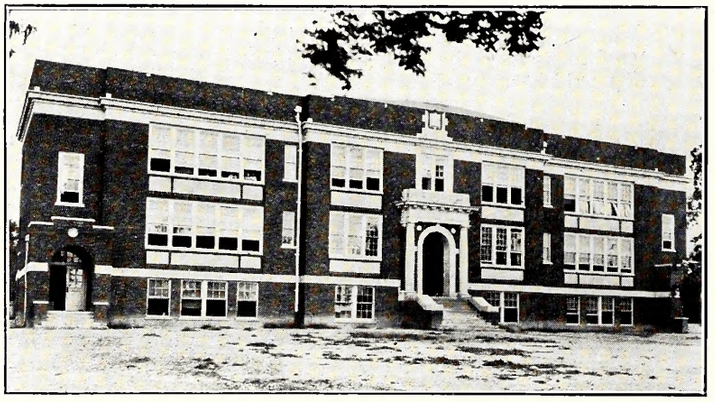
It was in 1879 that Mr. W. H. Watkins bought and remodeled the present plant. The original building was only 50 by 100 feet. Some of the operatives who were in the mills then are still working in them. The mechanic who was working in 1879 is still on the job. Mr. M. C. Free, over 75 years of age, has been in the mills for more than 44 years. The management let him have money to buy a block of land which has made him a fine income.

All the principal men in the village have been mill boys. A great deal is due Mr. Watkins in the development of these boys. Whenever he saw a worthwhile young person who was anxious to get on in the world he helped that person to get an education and provided funds, which would be repaid later at leisure, for his development and advancement.

Twenty-five per cent of the heads of the families of mill operatives own their homes. A large number are saving money for their future enjoyment.

Mr. Watkins promoted and financed far bigger, finer things than a mere cotton mill industry. He had the welfare of his operatives and their families at heart and treated them as real friends and co-workers. His greatest pleasure was in helping to develop his help into finer, better citizens. The present group of executives are carrying on his fine policies and striving to achieve greater things for the mills and their people. Note the beautiful new school building which has recently been erected at a cost of $85,000. This building is the center of all community and welfare work and is used for a gathering place for all the people, as well as being equipped in the most approved and up-to-date educational facilities. The teachers are thoroughly competent in every way; the curriculum is very high, the High School graduates being allowed to enter any state university or college.

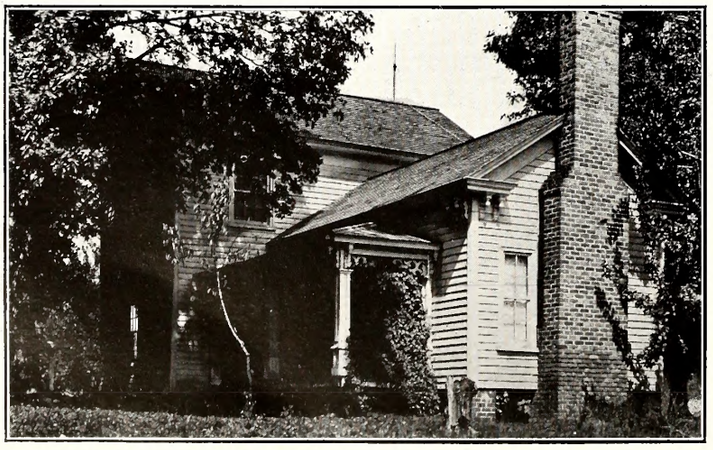
Recently they have replaced their



SCHOOL AT COLUMBIA MANUFACTURING COMPANY

There is a splendid gymnasium in the school building, well equipped, which is used by the mill operatives. Basketball, volley ball, and numerous other gym games are popular. Domestic science and home economics are taught in connection with the school work, and vocational work is to be developed a little later. Music is taught by Miss Elizabeth Smith, a graduate of Greensboro Woman's College.

The present executives of the mills are: E. C. Watkins, president; I. F. Craven, secretary and treasurer, and J. R. Wilson, superintendent.

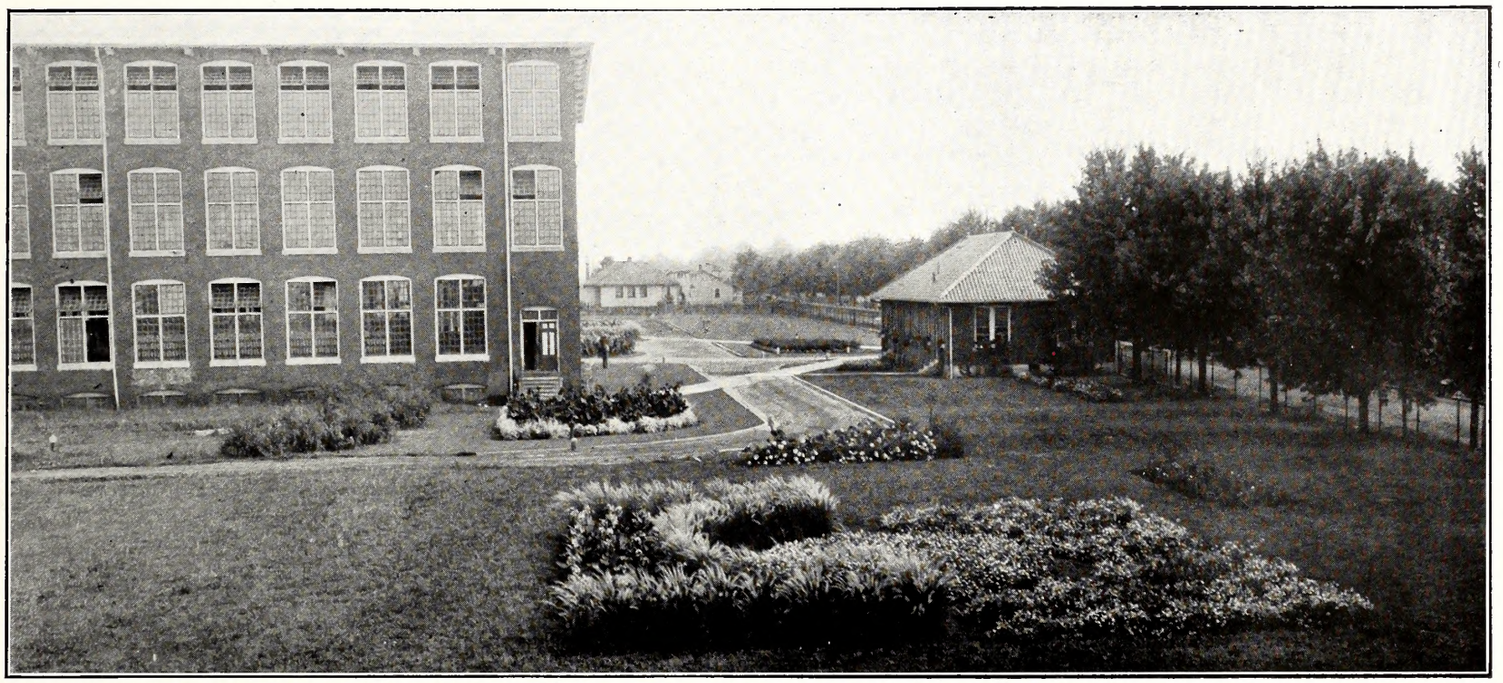


COTTAGE AT COLUMBIA MANUFACTURING COMPANY



CHURCH AT COLUMBIA MANUFACTURING COMPANY

Merrimack Manufacturing Company



MERRIMACK MANUFACTURING COMPANY, HUNTSVILLE, ALA.

Founded in 1899 the Merrimack Mills came into existence as a part of a magnificent Eastern organization which recognized the splendid possibilities of a manufacturing plant at Huntsvile, Ala., in the cotton fields themselves, and in the mids of an abundance of intelligent labor—English speaking labor that could understand instructions, rules and regulations and show some sympathetic understanding of the ideas and intentions of their employers without having circulars written in several languages tacked upon the walls of the mills.

The Merrimack Mills are of modern mill construction, Mill Number 1 is 438 by 128 feet, three stories, brick, Mill Number 2 is 437 feet by 130 feet, five stories, brick. The mills have a capital stock of $4,400,000.00, the equipment consists of 108,288 spindles and 2,760 looms. Drills, bag goods and print cloths are manufactured. Working conditions are excellent.

The management of the Merrimack Mills has demonstrated their intense interest in their help in more ways that it would be possible to tell in this limited space. They have put much care and thousands of dollars in building a beautiful village for their operatives and their families This village has a population of about 4,500, a little city in itself. There are two hundred and seventy nine houses. Some are one story, four to six room houses, others two stories with from eight to ten rooms each. These are real homes, with such modern conveniences as sewerage water, lights, porches, closets, kitchen sinks, screens. There is plenty of space for a garden in the back of each and room for grass and flowers in front



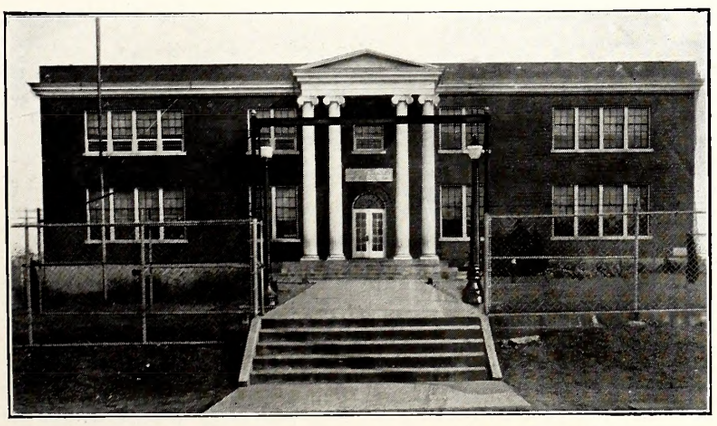
FOOTBALL TEAM OF MERRIMACK MILLS

The mills erected a very handsome school building, two stories, modernly equipped for the regular graded school; and another one story manual training school. Approximately 550 children are in regular attendance at these schools.

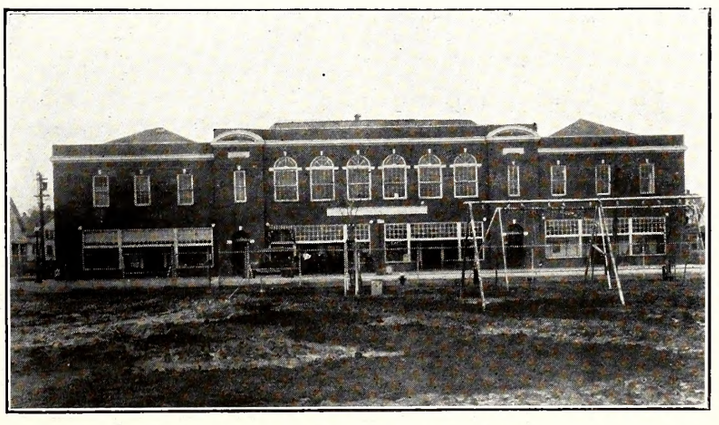
The churches, Baptist, and Methodist and Christian, all built and partly maintained by the mills furnish pleasant places for religious worship.

A library of attractive architecture has been provided to supply a fund of information and afford the the community pleasure. A definite line of service work carried on in the village under the direction of trained directors. Classes in laws of hygiene, domestic science, care of children; social clubs for all classes, including boys and girls, have all had their influences in the community.

The executives of the Merrimack Manufacturing Company are: Arthur Lyman, president; Ward Thoron, treasurer; V. W. Lovill, superintendent; Joseph J. Bradley, agent.

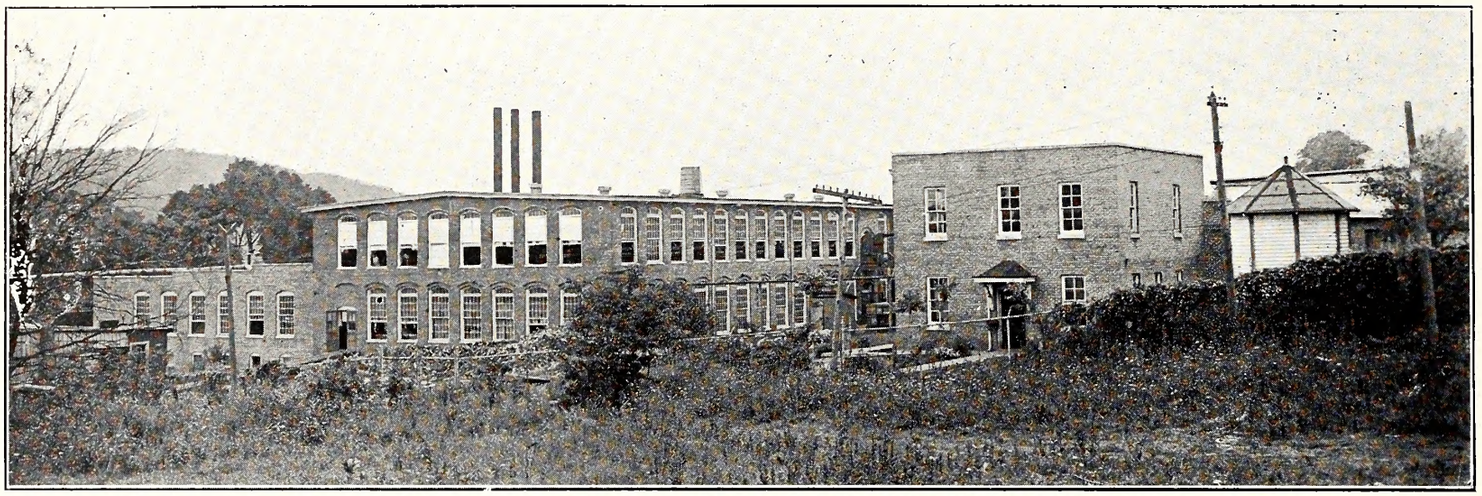


MAIN BUILDING AT BRADLEY COLLEGE



MERRIMACK HALL AND GYMNASIUM

Belle Vue Manufacturing Company



BELLE VUE MANUFACTURING COMPANY, HILLSBORO, N. C.

These mills were incorporated in 1904 and are among the most thriving industries of the little town of Hillsboro, N. C. S. Strudwick is president; E. Strudwick, vice-president; T. N. Webb, secretary and treasurer; J. W. Knight, superintendent.

The capital stock of the company is $500,000. The executives are all local men and the capital stock is owned by home people. Thus it is easy to understand the interest and pride of the community in the organization. The executives are a group of fine business men possessed of keen executive ability and splendid judgment. Couple these qualities with untiring energy and plenty of enthusiasm and any business will be bound to be successful and prosperous.

The mill buildings consist of one and two-story brick structures of modern mill construction. Careful attention has been given to making the working conditions both healthful and pleasant; the most approved systems for lighting, heating and ventilating have been installed. Fresh, pure water has been piped through sanitary drinking fountains throughout the mills. The mills are kept neat and clean and most sanitary. The equipment consists of 11,000 spindles and 600 looms, modern and up-to-date, which is driven by hydro-electric power. The products are shirtings, ginghams and cotton goods, all of a very high quality which makes them very popular in the markets.

Two hundred and seventy-five operatives are employed at these mills. Most of these people came, with their families, to the mills directly from the country and have been with the company since they first started operation. Coming from little mountain homes, or tenements on larger farms, where they worked from daylight to dark, making only a bare existence, with few chances for education, very little social or religious life, and little ready cash, these people have been quick to adapt themselves to the changes in the mills and the village.

Frequently poor, proud people come with their families into the mills for the sole purpose of giving their children better opportunities for an education, and while they may need the money, those children could earn after they are old enough to work in the mills, the parents often deny themselves so that the children may have a higher education and fit themselves for a higher place in society than they themselves have ever occupied.

At Belle-Vue Manufacturing Company there is a good graded school built conjointly by the mills and the county and supported in the same way. The management believes in education for both young and old and do their best to make the operatives realize the value of schooling for their children.

The religious atmosphere has been provided for in the two nice comfortable churches, Methodist and Baptist denominations, that have been built in the village by the mills and contributions from the people. Cotton mill operatives are naturally of a devout turn of mind and religious affairs and church work play an important part in their lives. Each church has a good Sunday school with large attendance.

No definite line of welfare work has been outlined at the Belle-Vue Manufacturing Company, but that does not mean that the management has no interest in such things. On the other hand, they are intensely interested in the advancement and uplift of their people. They appreciate what an essential factor intelligent, contented, healthy operatives are in the progress and success of any industry and it is their aim to do all they can to make their people happy and contented. The help appreciates this attitude on the part of the management and do not hesitate to go to them at any time with their personal affairs, feeling sure of their interest and helpfulness.

Sports are encouraged, baseball is most popular and the splendid team has a most enthusiastic backing. Other sports such as basketball and such games as are to be found at the local Y. M. C. A. are of interest, too.

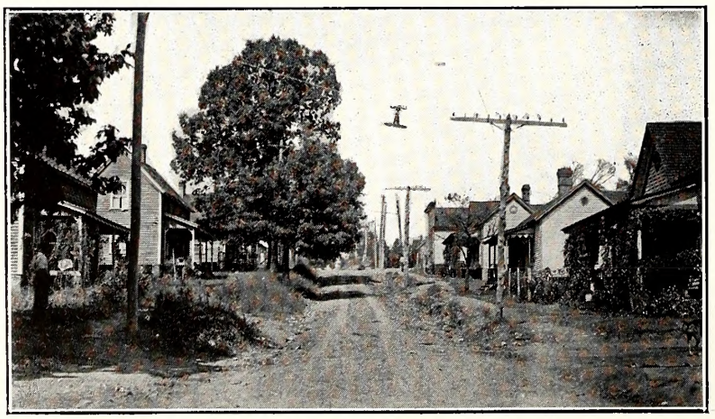
There is an excellent brass band composed of mill operatives which is equipped by the mills. This band is the source of much pleasure to the people of the community; no entertainment or festivity is complete without its presence.

The management has built eighty nice, neat, comfortable frame cottages of from three to eight rooms each for the use of their operatives, but the largest percentage of their help have bought homes of their own. The houses built by the management are painted in pleasing color, are convenient in arrangement and are lighted by electricity. An abundance of pure water is convenient, though there is neither sewerage or water works in the houses; a sanitary sewerage system has been installed in the village. Each cottage has its own plot of ground for a garden. The people take pride in the appearance of their places and plant bright hued flowers around their homes. Trees have been planted throughout the village and the streets and sidewalks are kept in good condition.

The health of the community is excellent. About 80 per cent of the employees are insured.

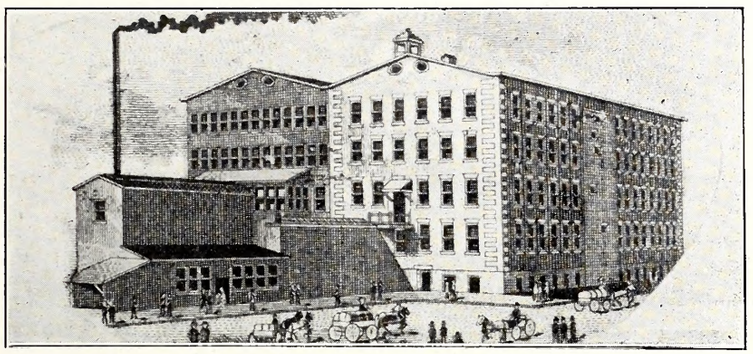
An unusual thing about the operatives in the Belle-Vue Manufacturing Company's plant is the fact that the largest part of them own their homes. This means that they are a home-loving, peaceable class of citizens and that there is very little moving about among them. The standard of morals maintained in the village and the mills is very high indeed. If a family of ne'er do wells do, by chance, get into the community, they are given a fair chance to turn over a new leaf and do something, but if they are not willing to do this they are quickly eliminated.

Most of the operatives are natives of the surrounding country, or came down from the mountains. Always they have worked very hard and had very little in return in ready money, comfortable homes or pleasures of life. They are of pure American stock and intelligent and quick to learn. Their living conditions are better since coming into the mill communities. They still work hard but they have something to show for it. Many of the operatives have been with the mills since they first started operating and could not be persuaded to leave. They must be getting a fair deal and must be contented or they would go elsewhere.

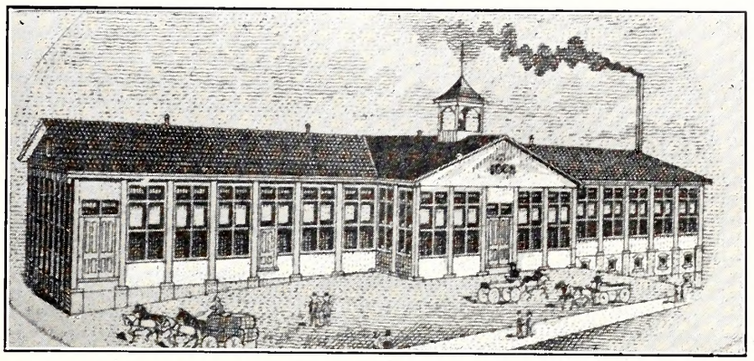


STREET SCENE AT BELLE VUE MANUFACTURING COMPANY

Roswell Mills, Inc.



MILL NO. 1, ROSWELL MILLS, INC., ROSWELL, GA.



MILL NO. 2, ROSWELL MILLS, INC., ROSWELL, GA.

Down at the foot of the hills in the quaint, picturesque and historical town of Roswell, Ga., are two of the oldest mills in the South. The Roswell Mills were chartered in 1839 and commenced operation in 1840. In 1864, Sherman on his famous "March to the Sea" burned the mills to the ground, but they were rebuilt in 1866 and have been in operation ever since. Practically all of the employees are descendants of the original operatives who went to work when the mill was first built, consequently, it is just like one big family around the mills.

These mills are one of the few Southern cotton mills that existed during the period prior to the Civil War when slavery had made farming more prosperous than manufacturing.

As early as 1813 cotton manufacturing began to thrive in the South and a large industry would undoubtedly been built but for the curse of slavery. The Roswell Manufacturing Company was built and prospered in spite of slavery.

These mills had a very interesting and romantic career during the War Between the States and in the reconstruction period that followed. The product of the mills was, during that time, used as currency, for money was very scarce.

Until June 30, 1923, the mills operated under the original charter and under the name of Roswell Manufacturing Company. On July 1st, William G. Broadfoot, of Wilmington, N. C., bought the mills and they are now being operated under a new charter and under the name of "Roswell Mills, Inc. Mr. Broadfoot is a very successful business man of Wilmington, having been at the head of the Broadfoot Iron Works at Wilmington for a number of years. He is also a practical cotton manufacturer and a man who is very much interested in the welfare of his employees. There are numerous plans for the remodeling and enlarging of the mills in the future.

There are 12,384 spindles and 120 Draper 40-inch looms in operation here, with 150 operatives engaged in the manufacture of 20's ply yarns and sheetings. The capital stock invested amounts to $450,000. The mills have been remodeled and only the best of equipment is used.

J. W. Jackson is vice-president and assistant treasurer of the Roswell Mills. Mr. Jackson is a great believer in work during work time and play during play time. He has done much for the advancement of athletic sports and recreation among the employees and takes part most heartily in all of these himself.

J. P. Wood is superintendent of the mills and his production per spindle is said to rank as high in percentage as any mill in the South. Mr. Wood takes a great interest in the affairs of his operatives and is manager of the baseball team. The baseball team has had a fine season this year and is well known in Atlanta and vicinity.

Roswell is located 23 miles northeast of Atlanta and is a beautiful drive out from Atlanta. Bullock Hall, the home of the mother of ex-President Roosevelt, still stands in Roswell and many are the tales that are told of the caprices of young Roosevelt. Roswell is also the home of the famous left hand twirler for the Cleveland baseball club, "Nap" Rucker. Nap still has some speed on his ball and frequently takes part in the home talent games.

Roswell has three churches—Methodist, Baptist and Presbyterian. Roswell also has a new two-story brick high school.

One newspaper — the "Roswell News"—is printed weekly and contains much local and interesting news.

While the story of these mills would not record that they were always prosperous, they have now come under the management of experienced cotton manufacturers and business men and the future prosperity and expansion seems assured.

While there is no definite line of welfare work carried on in these mills, the management is intensely interested in the comfort and health of their operatives and are heartily in sympathy with, and generously support any efforts that are made for their benefit or advancement.

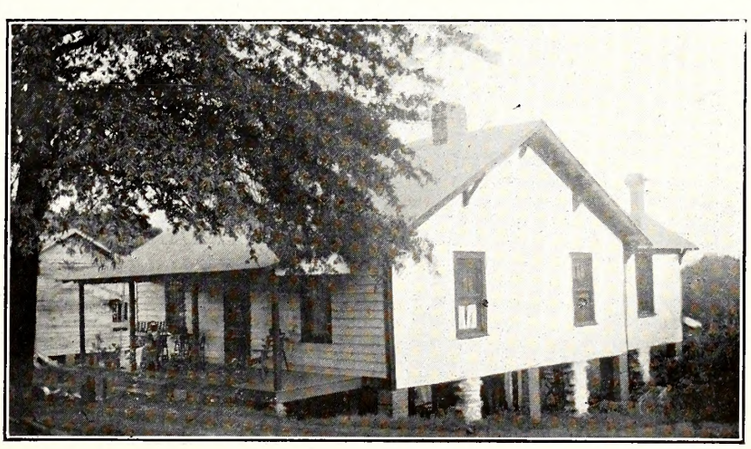
The children are educated in the public schools of Roswell, and many of them go through high school and on into colleges, or the Georgia School of Technology. Roswell has the usual quota of social amusements, moving pictures, parks, etc.



HOME OF MOTHER OF PRESIDENT ROOSEVELT

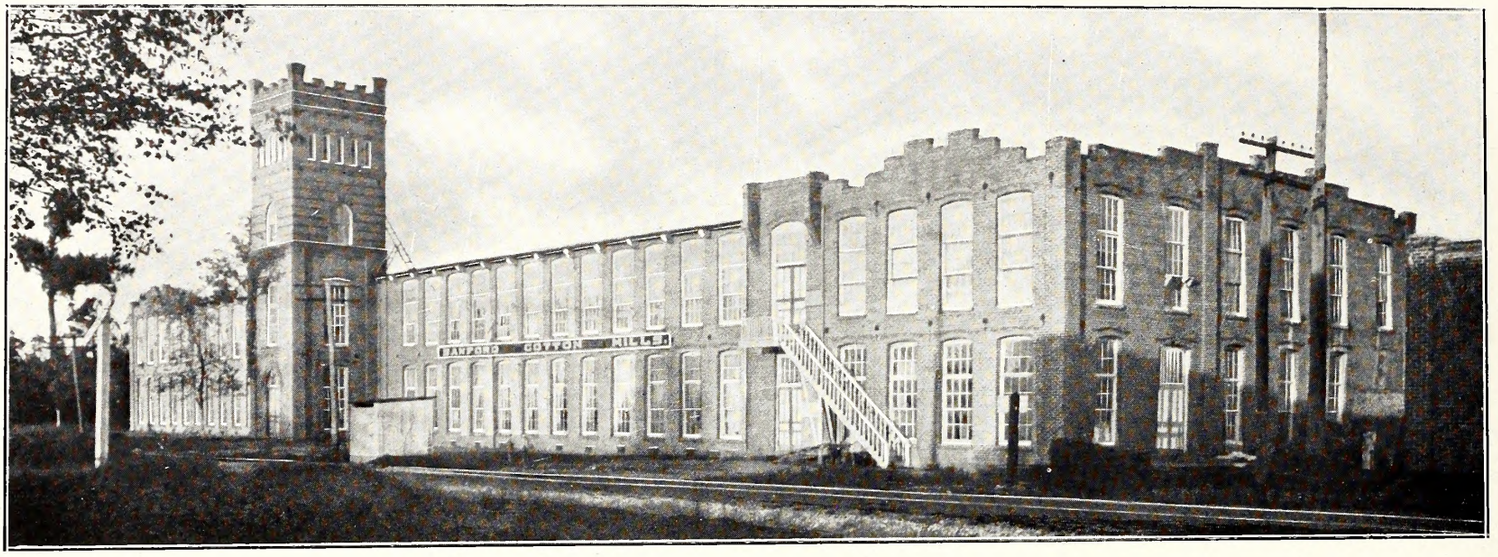


COTTAGE AT ROSWELL MILLS, INC.



COTTAGE AT ROSWELL MILLS, INC.

Sanford Cotton Mills



SANFORD COTTON MILLS, SANFORD, N. C.

T. L. Chisholm founded the Sanford Cotton Mills in 1899 at Sanford, N. C. The present officers are J. C. Watkins, president; J. M. McIver, vice president; J. R. Jones, secretary and treasurer and manager; W. C. York, superintendent.

The capital stock is $229,400. The mill building is modern in every respect with all possible consideration given to the comfort and health of the 200 operatives employed. The equipment consists of 13,284 spindles and 430 looms. The products are 36-in. 58-60 4-yd. sheeting, "Father George" Brand.

There is a splendid feeling of sympathy and good fellowship existing between the management and the operatives. The mill village has a population of 400 people. Some of the operatives own their own homes and a good percentage are saving money. The houses furnished by the mill are good comfortable cottages with all modern conveniences

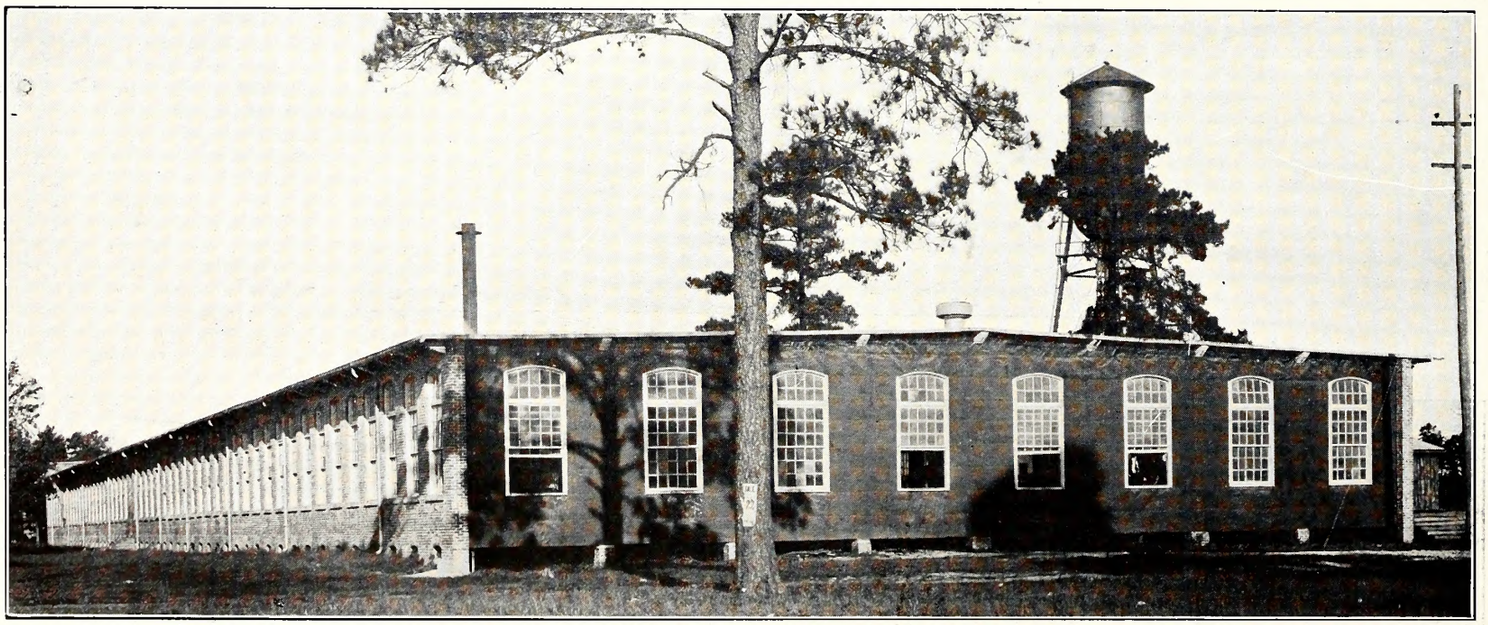
Because the mills are located in the town of Sanford there is no special school work or wefare work carried on though the management is always ready and anxious to help their operatives in every possible way.

The health of the community is excellent. The operatives are a sober, industrious lot of people, many of them having been in the employ of the company for a long time; some as long as 18 years.

Sports are popular in village; baseball leads, and there is basket ball, swimming, fishing and hunting.

The several churches at Sanford are always open to the mill employees and they take an active part in religious activities.

National Cotton Mills



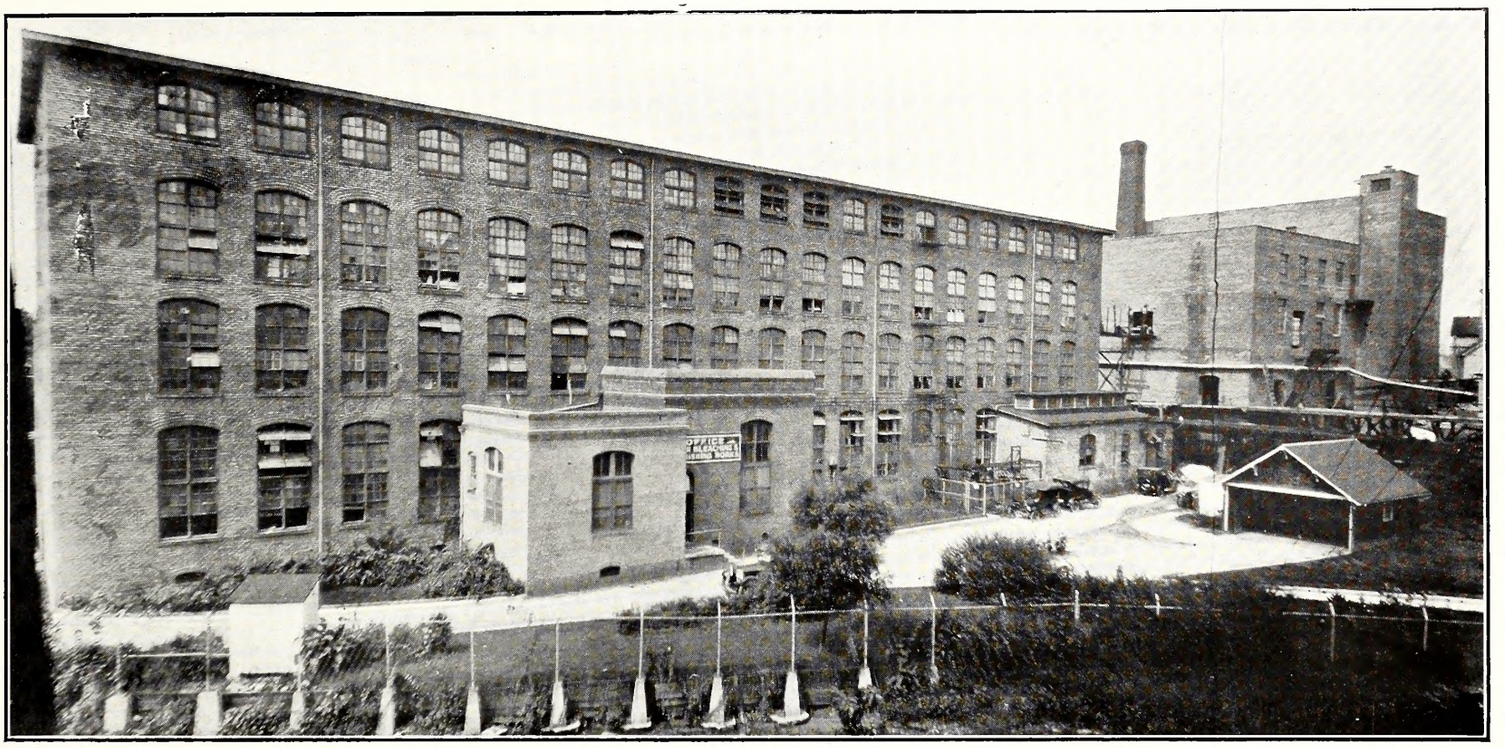
NATIONAL COTTON MILLS, LUMBERTON, N. C.

These splendid mills are located at Lumberton, N. C., a town noted for its healthful location. Lumberton has a number of progressive cotton mills and because of these there has developed a splendid business section, fine schools, good churches, and a number of places of amusement and entertainment. The cotton mill people enjoy all such privileges just as much as do any class of citizens.

The National Cotton Mills have a capital stock of $220,000.00 and an equipment including 12,000 spindles. About 175 operatives are employed in the manufacture of 18s to 26s white and colored cones and tubes. The mills have the same officers as in the beginning, H. M. McAllister, president; A. P. McAllister, secretary and treasurer. They have had a steady growth and prosperity has favored them.

Education of the children is a matter of great importance to the management. They urge their help to see that their children take advantage of the splendid educational facilities of Lumberton. Many children from the mill villages are just as bright and intelligent as those from any other section of the town, and just as frequently they lead in their classes.

Kerr Bleaching & Finishing Company



KERR BLEACHING & FINISHING WORKS, CONCORD, N. C.

The Kerr Bleaching & Finishing Works was one of the pioneers in showing the Southern cotton mills that it was not necessary to send their goods to the North in order to be bleached and finished.

Realizing the great need for such an enterprise in the Piedmont section, and knowing the scarcity of such plants in the South, the founders of the Kerr Bleaching & Finishing Works determined to establish such a plant. The works were started at Concord in 1890 and was among the first plants of the kind to be built in the South. Owing to the beautiful quality of the work turned out, these works have been most successful from the beginning of operation.

The goods come from the mills in the gray dirty color and the Kerr Works bleach them to a perfect whiteness for sheets and pillow cases, etc. In connection with this bleaching and finishing they operate a dye plant for the dyeing of one piece goods in various colors. They also do excellent work in napping.

A large amount of their work is in not only bleaching or dyeing goods but in napping them They take the goods just as they come from the mills and send them out with band and labels on ready for the shelves in the retail stores.

The company has a capital stock of $174,000 and its officers at present are: D. B. Coltrane, president; W. C. Houston, vice-president; W. R. Odell, treasurer and general manager; A. G. Odell, secretary and assistant manager. Jas. T. Yates is superintendent. The prominence of these men in the business world, especially in the textile business, and the splendid success which has attended their efforts in their various undertakings, is sufficient guarantee that the Kerr Bleaching & Finishing Works is operated on broad, progressive plans.

The main building of the plant is four stories, 200x75 feet, of modern mill construction, with machinery of the latest type.

A new four-story warehouse of 40,000 square feet was completed this year and will be used to goods before and after being finished.

Owing to the sanitary conditions of the mills and to careful measures to prevent disease, the health of the plant is excellent. Concord is a pleasant little town to live in, the climate is fine, water good, and the location is exceedingly healthful.

Although the bulk of the cotton goods of the South are still sent North to be bleached and finished, such plants as the Kerr Bleaching & Finishing Works are teaching the mills that the South can do just as good bleaching and finishing as any section.

It was formerly said that the South could not manufacture fine yarns but in a very short period it was demonstrated that fine yarns equal to any in the North could be manufactured and a great fine yarn industry has sprung up at Gastonia, N. C., and other points.

It was said that the South could not successfully do the finishing of cotton goods, but the success of such pioneer plants as the Kerr Bleaching & Finishing Company has demonstrated that successful finishing can be done and already the business has advanced until there are several plants that do mercerizing.



INTERIOR VIEW OF KERR BLEACHING & FINISHING WORKS

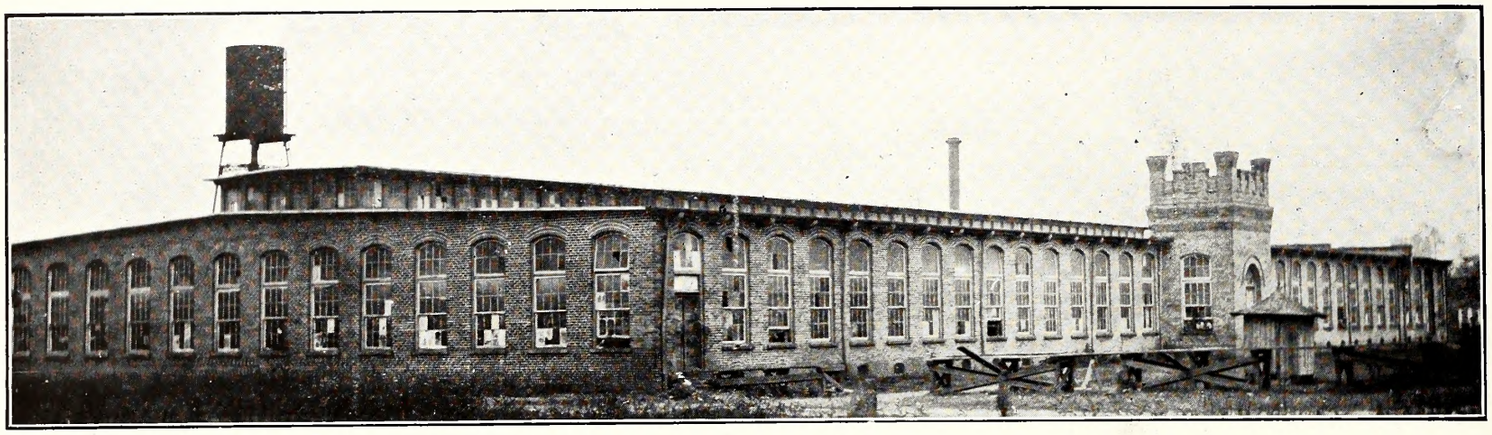
Concord is a pretty, progressive manufacturing town in the county of Cabarrus, North Carolina. It is located on the main line of the Southern Railway and only a short distance from the city of Charlotte, N. C. It is practically in the heart of the great Piedmont section of the State, where numerous cotton mills and other textile industries are to be found.

The operatives are a sober, industrious sort of people, intelligent and thrifty. Most of them came from the surrounding country to the plant. At first they were raw and ignorant, but it did not take them long to catch on, and now many of the employees are skilled and proficient, interested in their work and proud of their plant. The company feels a personal interest in the welfare of their help and do all they can for the improvement and advancement. They encourage them in thrift, and many of them have gotten away from the old way of living from hand-to-mouth and are saving a part of their earnings.

The children of the operatives are entitled to enter the excellent graded schools of Concord. They are required to attend regularly. Concord has numerous advantages in the way of churches, and there is a nice public library, a Y. M. C. A., picture shows, theaters, and various sorts of amusements that are all open to the operatives in this plant.

With the growth of the cotton goods finishing business in the South and the well established reputation of the Kerr Bleaching & Finishing Mills a bright future is before them.

Aileen Mills, Inc.



AILEEN MILLS, INC., BISCOE, N. C.

The Aileen Cotton Mills are located at Biscoe, N. C., and have for their executives John C. Rankin, Lowell, N. C., president; Sterling Graydon, Charlote, N. C., treasurer; W. P. Wingate, superintendent and manager. Under the present management the mills have been over hauled and renewed, both as to buildings and equipment. They have a capital stock of $500,000 and the equipment consists of 7,680 spindles. The output is 30s single and ply warps, tubes, cones and skeins.

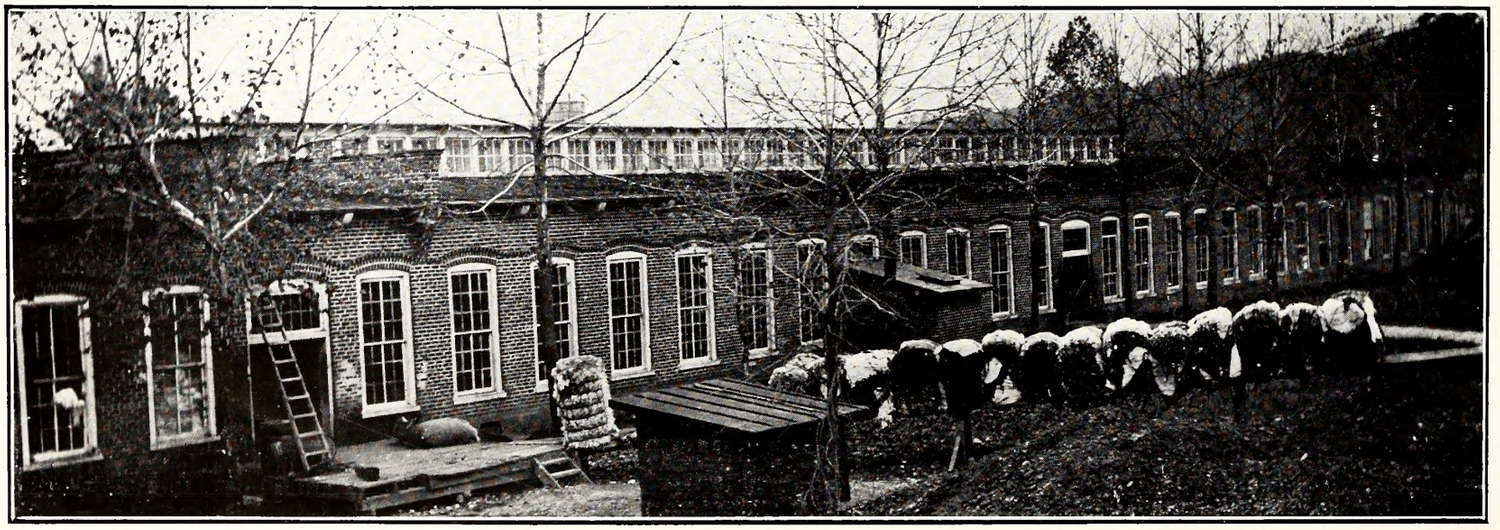
Mr. Wingate is a man of superior ability as well as an experienced textile man and he believes in giving his fellow man a "square deal." His operatives appreciate his interest in them and their familiies and feel free to go to him at any time for his kindly advice and assistance.

There are perhaps 100 or more operatives employed at the Aileen Mills, steady, sober and industrious people, interested in their work and one can see by looking at them that they are perfectly healthy and strong, as well as contented.

There is a pretty little mill village of approximately 500 population. The management has built nice frame cottages, of from three to six rooms each. These cottages are convenient and comfortable and are kept nicely painted and in good repair. They are supplied with good pure water and a sanitary septic tank that insures good healthful conditions. Each place has ample space for a good large garden, as well as plenty of room in front for flowers and plants. The people seem to take a pride in their homes and keep them nice and clean. There are plenty of shade trees throughout the village and the streets and pavements are kept in

The mills are located in the town of Biscoe and the children from the village go to school to the public schools of the town. They are just as bright and intelligent as children from homes of other citizens of the town and they average just about the same in their classes. Some of them are studious and others are happy go lucky and don't care. However, the management explains to the parents the importance of sending their children to school and giving them advantages of which they, themselves, were deprived in their youth.

Rhyne-Anderson Mills Company



RHYNE ANDERSON MILLS, TROY, N. C.

These mills were founded in 1920, at Troy, N. C. They have a fine location of the Little Fall River and are operated by water and steam power.

The mills are in a very prosperous condition under the present management: E. O. Anderson, of Charlotte, is president; H. C. Long, secretary and treasurer, also manager; W. D. Lawson, superintendent. The capital stock is $200,000.

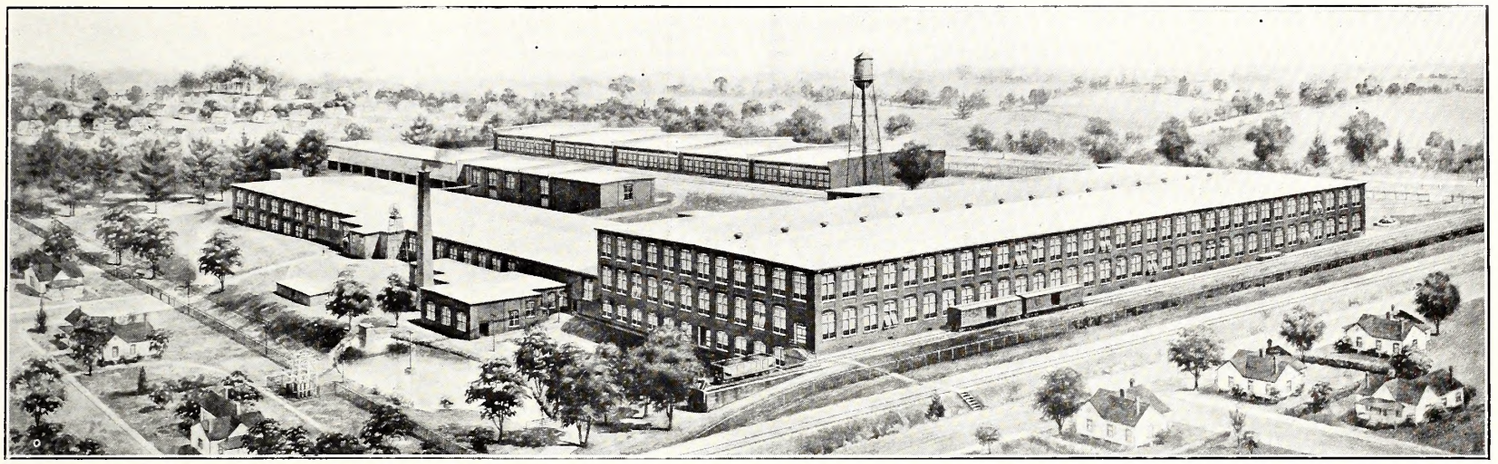
The mills have been remodeled, renewed and made up to date with due consideration for the most healthful working conditions and pleasant environment for the operatives. The same is true of the equipment, which consists of 5,000 spindles.

The products of the mills are 20-2 and 24-2 single and double carded warps, tubes and skeins. One hundred and twenty five operatives are employed in the Rhyne Anderson Mills.

The mill village is nicely located on a well drained site, an abundance of native trees enhance the beauty of the place. There are fifty cottages, neat, comfortable frame structures, kept in good repair, which have been provided for the use of the operatives. There is an abundance of pure water and the sanitary conditions are excellent. The usual complement of ground surrounds each cottage giving ample space for the cultivation of flowers and vegetables.

There is a neat church building erected by the mills and maintained by the people. A good Sunday school in in connection with the church is well attended. A library furnishes a central meeting point and is a source of intellectual improvement for the people.

Sterling Cotton Mills



STERLING COTTON MILLS, FRANKLINTON, N. C.

The Sterling Cotton Mills were founded in 1895 by the Vann family, being owned, controlled and operated exclusively by them. S. C. Vann is president and A. H. Vann is secretary and treasurer. The Vann family enjoy an enviable reputation in the financial world for their level-headed business ability, their untiring energy, as well as their progressiveness. They have met with their usual fine success in the operation of the Sterling Cotton Mills. The prosperity of the mills has been evidenced by their enlargement in 1897 and again in 1913, and always the management is on the alert for improved machinery. At present the equipment consists of 25,856 spindles which are busily engaged in the production of 10's to 16's single and ply warps, skeins and tubes.

The management believes in keeping the mills in a most sanitary manner and the working conditions are excellent. The operatives, for the most part, came from the country adjacent to Franklinton. It is well known that no one particular class of industries has done so much for the uplift and betterment of the poorer people of the Southern States than has the cotton factory. The managers are interested in the well being of their workers and the lives of the mill operatives have been lifted out of the sordid condition of debt, and the people given an opportunity to be independent, to become educated, to have churches close at hand, to live in a more sanitary, healthful manner. And nowhere has this policy been more beautifully carried out than here at the Sterling Cotton Mills.

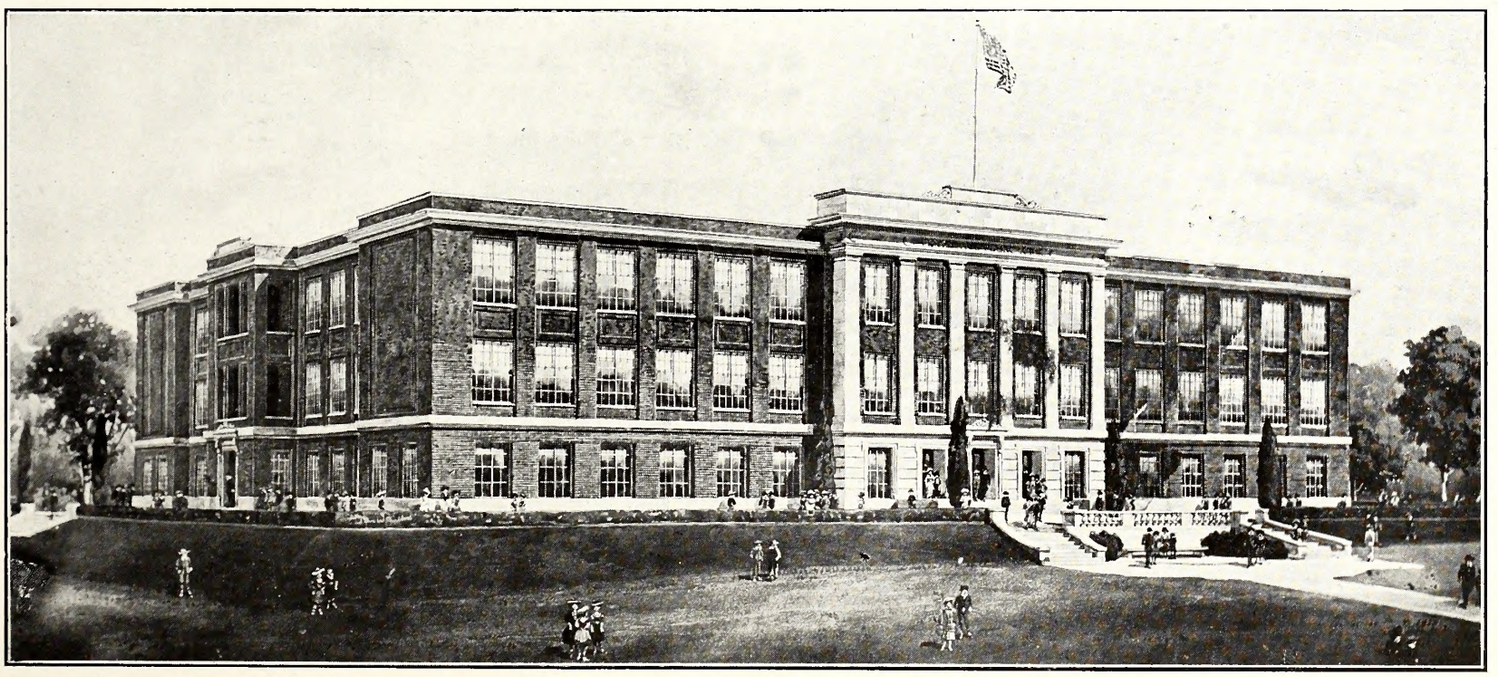
More than 300 persons find employment in these mills, and they with their families form a community of approximately 1,000 people who live in the vicinity of the mills. The management has provided neat, comfortable homes for their operatives, and since the mills are located inside the city limits of Franklinton, the houses are equipped with all the modern conveniences to be found in such a town. Each cottage has its front yard with its bright flowers and vines, and in the rear there is ample space for the cultivation of a large vegetable garden. This work is encouraged by the management, many fine vegetables are produced that not only afford a splendid variety of fresh food for summer, but the surplus is canned and is of great help in the winter months. The operatives, as a rule are quite interested in their gardening and a friendly spirit of rivalry is found among neighbors with regard to the best garden.

Many of the operatives own their homes, and this home idea is greatly encouraged and promoted by the kindness of the management. They have a plan, all their own, of loaning an operative sufficient money, at the rate of six per cent interest to purchase the lot and build the house. Not only that, but they go further in their trust of the operative, and in their desire to help him to a higher plane of independence, in that they secure the material, and the labor, as well, for the construction of the house, at a much lower cost than could possibly be done by the individual.

Owning a home makes the operative a better citizen all around. He is more interested in all civic affairs, he feels he is a part of the community and is keenly interested in everything that stands for progressiveness and prosperity.

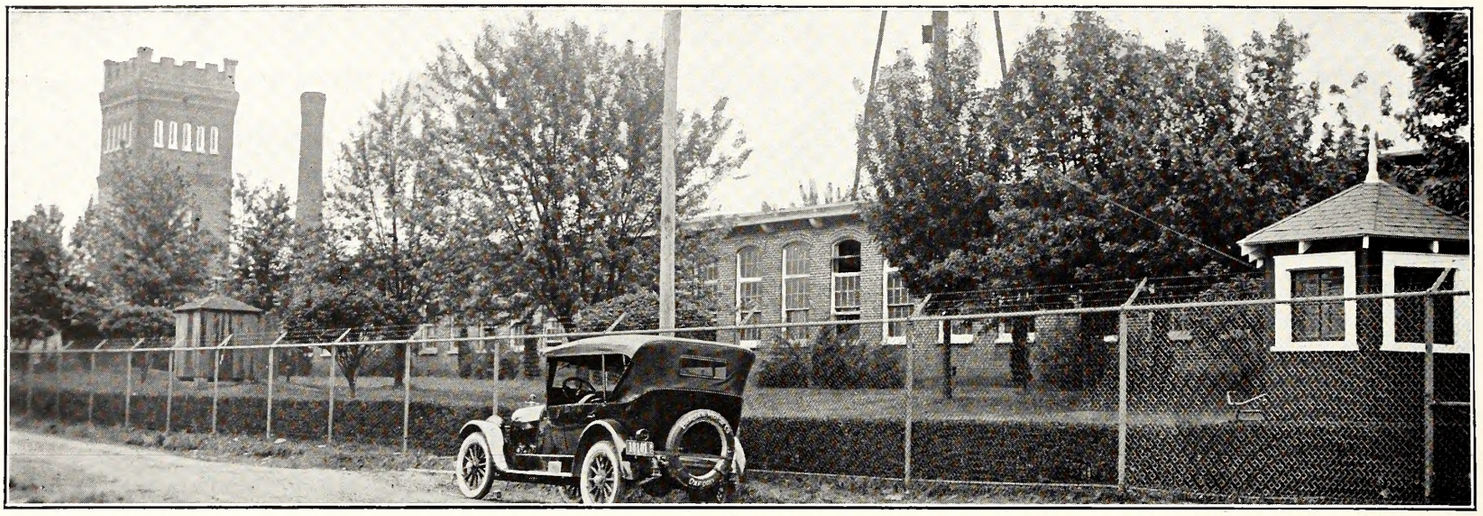
The handsome graded school of the town of Franklinton is shown below. The mill children attend that school. Education is one matter that is of vital importance to the management of the mills. They urge and insist that all children of the village be sent to school regularly.

The yarns of the Sterling Cotton Mills have for for years been known in the Philadelphia market for their excellent and uniform quality. Probably nothing has tended more to the success of this mill than their attention to quality of product.



SCHOOL THAT EMPLOYEES OF STERLING COTTON MILLS ATTEND

Oxford Cotton Mills



OXFORD COTTON MILLS, OXFORD, N. C.

The Oxford Cotton Mills are located in West Oxford, N. C. where the company owns a pretty site of 100 acres.

The personnel of the company is composed of W. A. Erwin, West Durham, N. C. president; E. T. White, vice-president; R. H. Lewis, Jr., secretary and treasurer; D. Frank Lanier, superintendent.

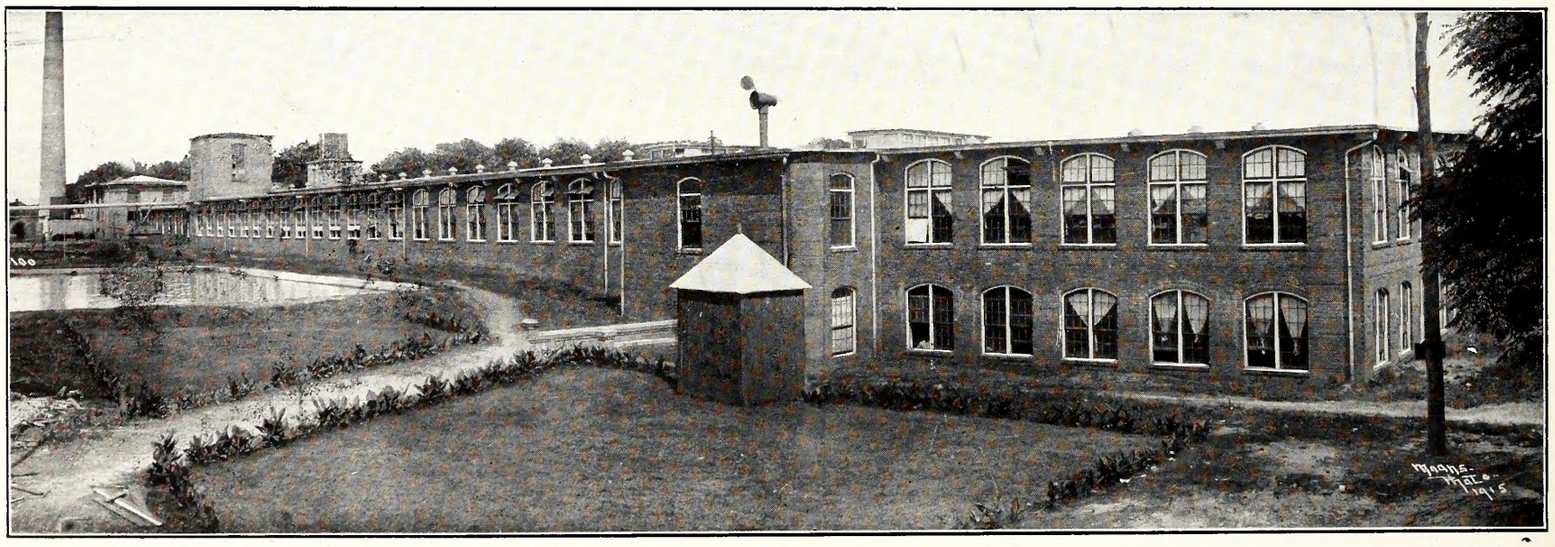
The capital stock is $275,000 and their equipment consists of 6,120 spindles which are driven by hydro-electric power.

From the pictures illustrating this article it is easy to see that the long one story building is of modern mill construction. The proprietors are gentlemen of progressive ideas, kind and considerate of the human element which plays such an important part in the prosperity of the mills. The exterior of the mills is all that could be desired. Well kept lawns, clumps of shrubbery, beds of flowering plants and the pretty shade trees all show that the management not only have an eye for the artistic but are strict in the matter sanitation. The interior of the mills would show the same careful thought as to pleasant environment and comfort and health of the operatives.

The mill people have a number of clubs and organizations for their own advancement and amusement. Sports of all kinds are encouraged. A pretty playground and park with amusement devices for the children is a most popular place with the operatives.

Then too, they have the advantage of all educational and amusement advantages offered by the town of Oxford, such as the splendid graded school, the churches, theaters, etc. There is a Baptist church in the mill village which was built by the mill people and liberal funds from the Oxford Cotton Mills.

Banna Manufacturing Company



BANNA MANUFACTURING COMPANY, GOLDVILLE, S. C.

In 1907 George M. Wright and associates founded the Banna Manufacturing Company at Goldville, S. C The company has a capital stock of $248,000. The equipment consists of 14,224 spindles and 336 looms, which are operated by steam. The products are print cloths. One hundred and twenty-five operatives are employed in the mills.

The mills are of modern construction. Much time and thought as well as expense has been given toward making them healthful and comfortable for the operatives. As a result the plants are sanitary and clean and the operatives do their work with as little trouble as possible. Because of the interest displayed by the management in their operatives the help takes more pride in doing their work and in keeping up the high standard of quality of products manufactured.

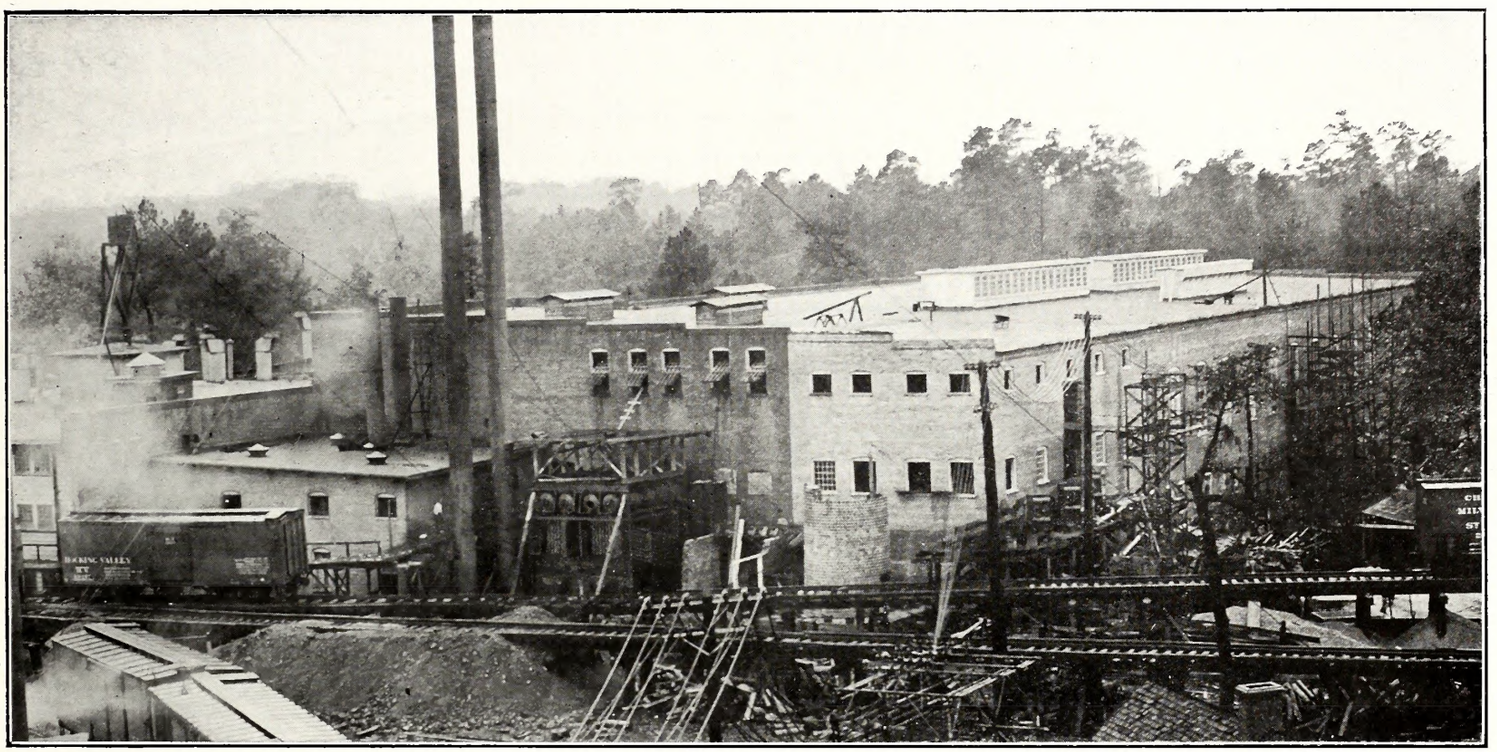
The mill village is small, the population being 400 inhabitants. There are 52 homes of from three to six rooms each. They are neat and comfortable. The people of the village are happy and content, as is shown by the fact that 90 per cent of the employees are permanent, very few of them moving about.

A modern frame school building built and owned by the mill company provides a place for the education of the children in the village. There are two teachers and 60 pupils. The management tries to make the parents realize the importance of giving their children an education.

Sports are encouraged. There is baseball and swimming. A playground with swings, merry-go-rounds and see-saws, is provided for the pleasure of the little ones.

The officers are William A. Morehead, president and manager; Geo. M. Wright, vice president and treasurer; V. R. Gall, secretary, and T. N. Crocker is superintendent.

Sonoco Products Company



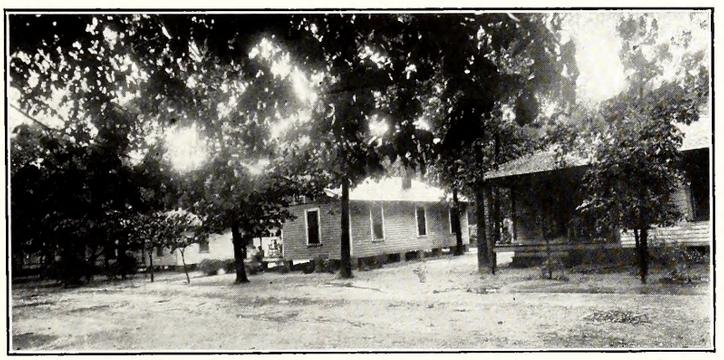
PLANT OF SONOCO PRODUCTS COMPANY, HARTSVILLE, S. C.

The plant of the Sonoco Products Company, until recently known as Southern Novelty Company, in Hartsville, S. C., is one which should have a special interest for all those who have had a part in the development of the textile industries in the South. It has "grown up" with the South in the past twenty-five years and has contributed, in no small way, to the industrial advancement of the whole section.

When the infant textile industry of the South was struggling in competition with the organized and long-established mills of New England, the founders of the Southern Novelty Company saw an opportunity to better the product of Southern cotton mills and enhance their competitive position by improvement in their winding facilities.

To this end the Southern Novelty Company was organized for the manufacture of fibre cones and tubes, and concentrated its energies upon the perfection of these products, in accuracy, uniformity, fit, balance and strength.

From the first the new "Sonoco" cones and tubes justified the care and labor, to which they owed their quality, by the saving of yarn and the improvement of wound packages that resulted wherever they were used. However, it was apparent to the makers that their ideal of perfection could not be reached until the hand operations then employed had given way to accurate machine methods of winding, pasting, surfacing and cutting. Accordingly, automatic machinery was devised and installed as rapidly as it was possible to invent it, prove it practical and make it. At the same time paper formulae were improved, special paste and pasting processes were developed and a scientific winding surface for the cones was designed.

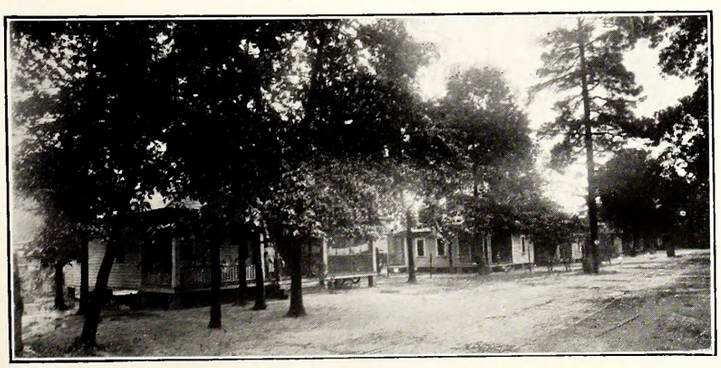


VILLAGE OF SONOCO PRODUCTS COMPANY

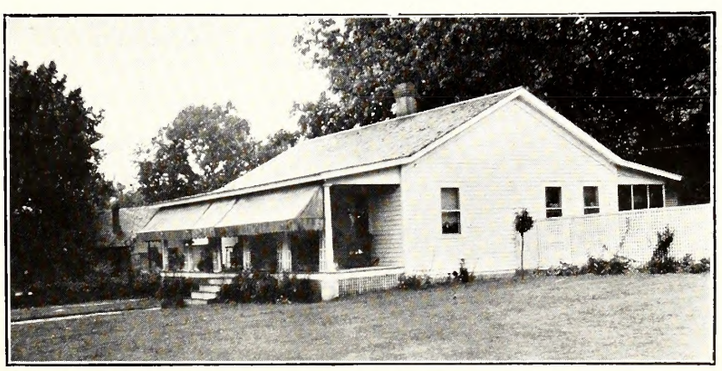
Today the "Sonoco" plant has achieved the ideal of its founders. The great, modern paper machines deliver sheets unvarying, from day to day and from month to month, in composition, color, weight and strength. Automatically, the paper is surfaced, wound, pasted, cut, and the finished cones and tubes delivered—each one as accurate as the "precision" parts of the winding machine for which it is made.

The production of the plant now includes fibre cones of all sizes, tapers and colors; solid-wound fibre parallel tubes, and cores for winding cloth, in various lengths, diameters and weights; and solid-wound fibre tubes for special purposes.

A new 100-inch paper machine and power plant and new cone machinery have recently been added to the Hartsville works in order to prevent shipping delays which have occasionaly been caused by unexpected peak-loads of business—thus bringing the service of the Sonoco Company up to the high standard of its products.

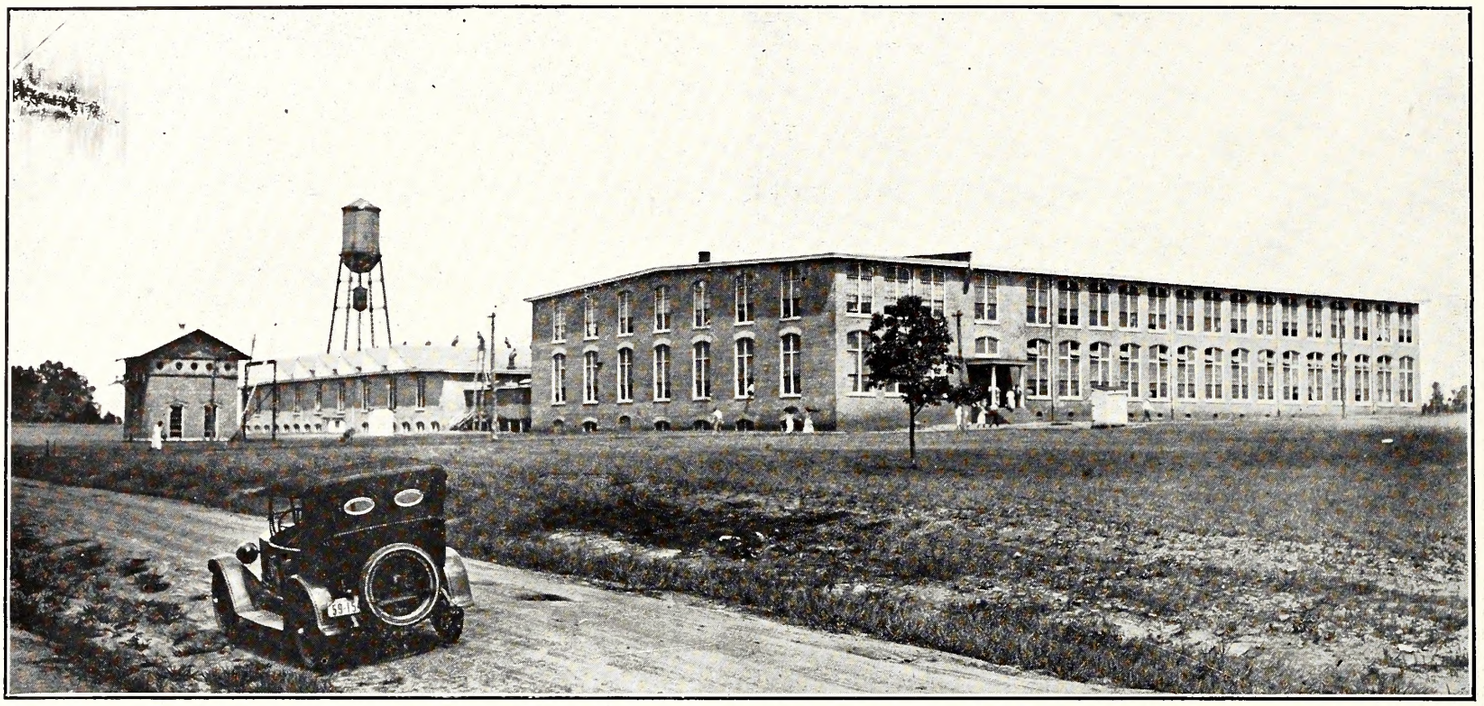


VILLAGE OF SONOCO PRODUCTS COMPANY



COTTAGES AT SONOCO PRODUCTS COMPANY

Thrift Manufacturing Company



THRIFT MANUFACTURING COMPANY, PAW CREEK, N. C.

The Thrift Manufacturing Company is located at Paw Creek, N. C., on the Piedmont & Northern Railway, about seven miles out of Charlotte, and the operatives therefore have the benefits of a rural community, but can reach the city with a very short ride.

This mill is rated as one of the most efficiently operated and successful mills in the South.

It has a rare combination in its offices of those qualifications that make for success.

W. C. Wilkinson, of Charlotte, N. C., the president, is one of the most successful bankers in the South. A man of sound judgment, he also enjoys the confidence of men high in business and financial circles.

Harvey W. Moore, the treasurer, is a careful and conservative man who was trained in a bank and afterwards in the cotton oil industry before taking up his present duties at the Thrift Manufacturing Company.

H. H. Houston, the secretary and the assistant of Mr. Moore, is well versed in his line of work.

J. W. Kidd, the superintendent, is one of the most experienced and successful cotton mill superintendents of the South. His record of successful operation of mills has been unusual.

The Thrift Manufacturing Company, as will be noticed from the picture above, is beautifully located and has the appearance of being clean and well kept, and that appearance is true, for the mill buildings, machinery and mill village are at all times kept neat and clean.

The mill has 26,208 spindles and 600 looms, which are operated upon wide sheetings for the converting trade.

At times there are temptations to make other lines of goods, but Mr. Wilkinson believes that efficiency in the manufacture of any article increases with experience, so the Thrift Manufacturing Company makes certain constructions of sheetings and makes them year in and year out.

The houses of this mill are well built, and comfortable and are always kept in a state of repair that makes them look as good as new.

The people of the village are contented and work always in harmony with the superintendent and the management. During periods of labor disturbances at neighboring mills they have continued at their work as if nothing had happened.

The young men of the village are interested in sports and take a special pride in their baseball team which has usually enjoyed a series of victories over nearly all teams.

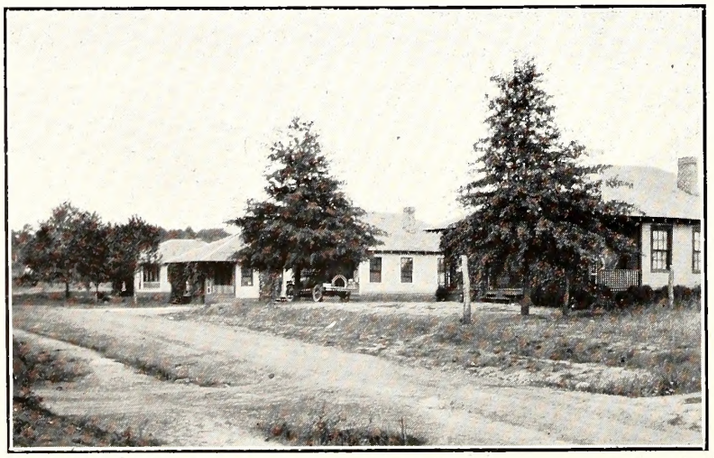
There are excellent churches and schools available and the management of the mills urge the employees to require their children to attend school regularly.

The beautiful mill village was planned and laid out by a well known landscape gardener, always the mill people have been encouraged in keeping their homes and premises neat and clean. Trees and shrubbery and flowers around the neat cottages do much to enhance the beauty of the village.

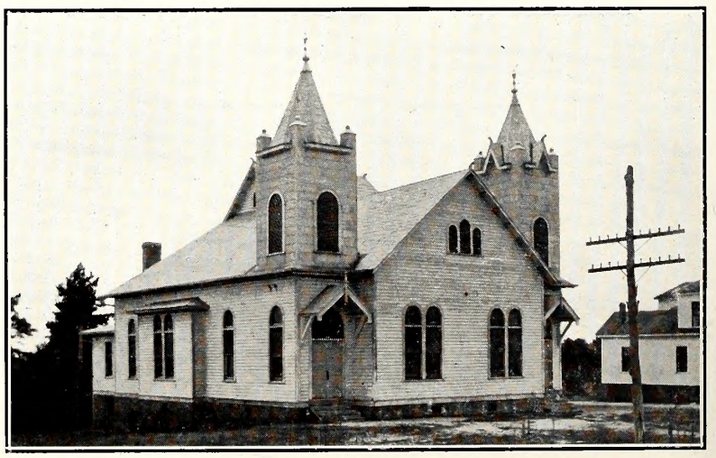
The mill village is neat and attractive with its shade trees, shrubs and flowers. The streets and premises are well kept, the comfortable cottages are modern in every respect, having lights, water, sewerage, etc. Thrift is encouraged among the village inhabitants.

There is a very friendly, helpful feeling in the mills and community, the operative and executives work together for a common interest. A high standard of morality is maintained in both the mills and the village.

There is never any labor trouble at the Thrift Mills. If there is a question or dispute it is soon amicably adjusted to the satisfaction of all.

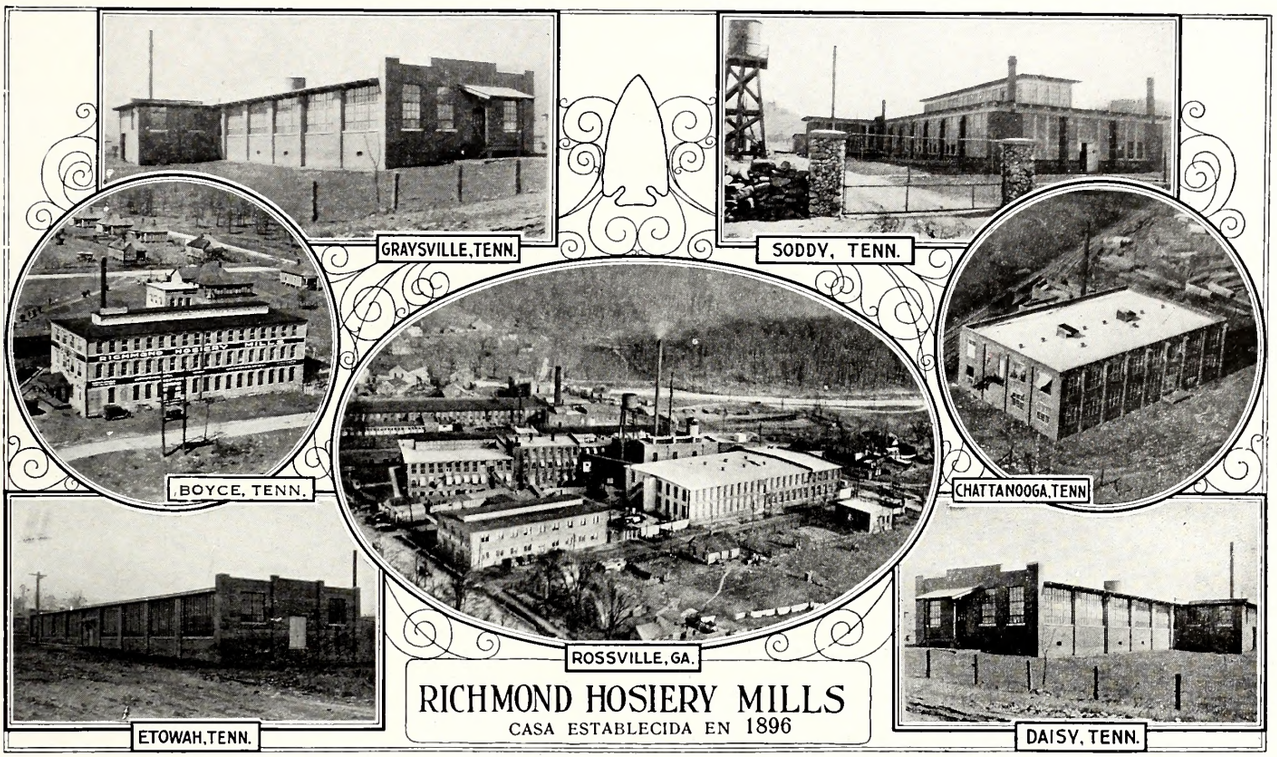


VILLAGE SCENE AT THRIFT MANUFACTURING COMPANY



CHURCH AT THRIFT MANUFACTURING COMPANY

Richmond Hosiery Mills



One of the best known and most successful knitting mills in the South is the Richmond Hosiery Mills at Rossville, Ga., a few miles from Chattanooga, Tenn. The company, which was founded in 1896 by Garnett Andrews, has built up an enduring reputation for the efficieney of its plant and the quality of its output. The mill has 6,000 spindles for producing the yarns which they knit and a knitting equipment of 6,000 machines. It also operates a dyeing and bleaching plant.

The hosiery manufactured at the Richmond Hosiery Mills is marketed under the name of "Arrowhead" hosiery. This brand is known to the leading distributors and consumers throughout the country. An extensive national advertising campaign has made their trade mark a familiar one wherever good hosiery is sold. The beauty and quality of Arrowhead hosiery will compare favorably with the produet of any other hosiery mill in the country.

The mill is a model of effieieney. The plant is of the "daylight" type of construetion and the equipment is modern and kept in excellent condition. The main buildings, containing the spinning mill and knitting mill, are of brick construction and are covered with ivy, presenting a very attractive appearanee. More than a thousand operatives are employed at Rossville.

The village of Rossville, in which the mills are located, has two excellent grammar schools, where the children of mill operatives attend. The mill has no occasion to provide school facilities or churches, as the operatives enjoy all the privileges and opportunities offered by the thriving little town of Rossville. Education is urged upon the children and young people and the parents see to it that their children go to school regularly.

The officers of the Richmond Mills are: Garnett Andrews, president; A. W. Chambliss, vice-president; J. H. Wilson, secretary and treasurer and general manager; H. T. Bryan, Jr., superintendent.

A very interesting and rather unusual plan that has been in effeet in these mills for a number of years allows the employees to become stockholders in the company. This policy has proved an excellent one and a very large percentage of the workers have availed themselves of the opportunity to share in the earnings of the company. It is one of the reasons why the mills have suceeeded in getting and keeping an organization of unusual skill and character.

The community work at Richmond centers about the Y. W. C. A. A well organized program is carried on and has resulted in many benefits for the employees and in building up a very friendly spirit between mill owners and workers. There are a large number of clubs that are carrying on useful and interesting work, speeial attention being made to domestie seienee, religion and the soeial side of life.

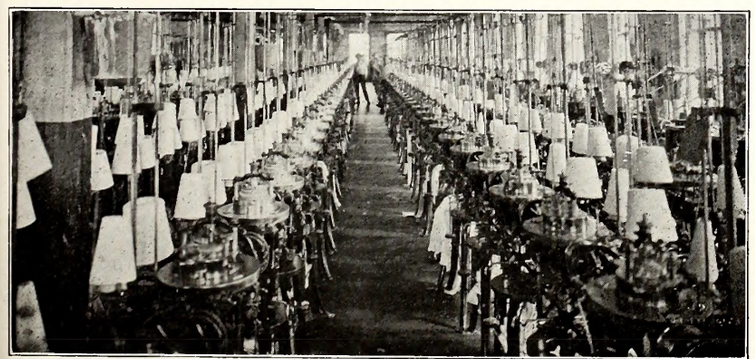
A very handsome elubhouse, known as the Employees' Club, was erected by the management, the building having cost about $25,000. It is equipped throughout in keeping with the most modern ideas in club building.

The day nursery at Rossville would attract attention anywhere and is a model of its kind. Here the mothers who are employed in the mills can leave their youngsters under care of competent attendants who take the best of care of them.

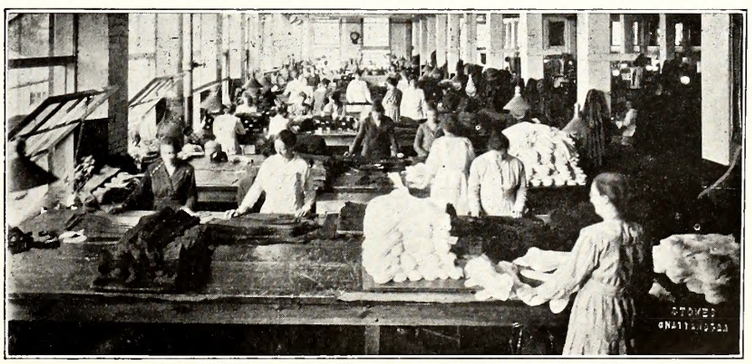
The mills also maintain a modern hospital that is well equipped to take care of all emergeney cases, including minor operations. The hospital is in charge of trained nurses and its service is always skilled and beneficial.

The Richmond Hosiery Mills operate braneh plants at Boyee, Soddy, Daisy, Grapeville, Charleston and Etowah, Tenn. All of these mills are conducted under the same policies that are in force at the headquarters of the company. These braneh plants are all efficiently managed and maintain the same standard of quality production as the plant at Rossville.

A very interesting little magazine is published monthly by and for the employees of the Richmond Hosiery Mills. It is known as the "Arrowhead," and while it is primarily published in the interest of the employees, it has been a considerable factor in carrying the Arrowhead message of quality and in telling of story of the conditions under which their hosiery is manufactured.



KNITTING ROOM AT ROSSVILLE PLANT

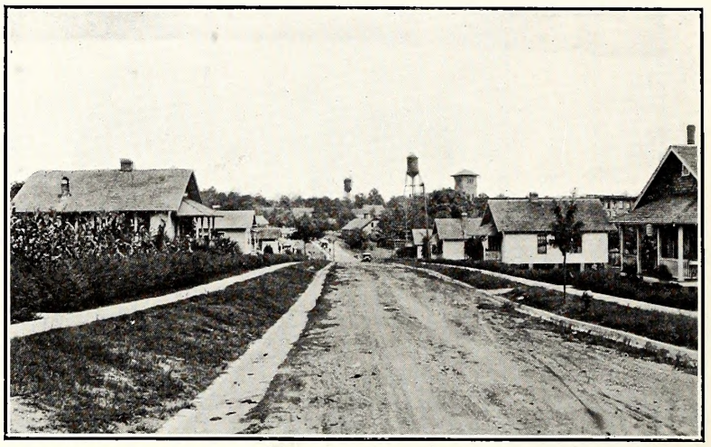


FINISHING ROOM AT ROSSVILLE PLANT

Abbeville Cotton Mills



A STREET AT ABBEVILLE COTTON MILLS



VIEW OF VILLAGE AT ABBEVILLE COTTON MILLS

When one has seen the mill, the houses, the hedges, the paved streets, the school, and the Community Building he has but begun his aequaintance with the Abbeville Mills. Many other mills throughout the South can point to the same things with equal pride. The unique thing about Abbeville is attempt to develop a demoeratic eontrol of the mill.

Ray Newton, executive secretary to the Board of Operatives at Abbeville, says of the plan:

"Many mills will talk to you about the spirit of eo-operation on the part of the workers—and be proud of it; they will tell you what they do for employees; point to many of their welfare features and tell you their labor is satisfied.

"At Abbeville they have looked a little further in the future. They have got the idea that the workers are human, and that they are entitled to eertain considerations—just because they are human.

"Those in authority have conceived the idea that the principle of demoeraey with whieh we are all familiar in our politieal government should be extended to industrial government. If one is proper the other is. Furthermore, they are both in line with the aspirations of mankind and the latter is just as inevitable as the former has proven. One hundred years ago the idea that the common man should have anything to say with the way nations were run was so new that many people laughed themselves siek over it. Today there is not an absolute monarch to be found among the nations, and the few people who hold the title of "King" do so only on the sufferance of the people and not because of any "right." Many of these changes are so reeent that we can remember them—China, Japan, Turkey, Germany and Russia. All of them were just as firmly intrenched a few years ago in their authority and their "rights" as is autoeraey in industry today. But they were doomed to fall, for the same reason that autocraey in any line must fall—because it stands in the way of at least two of the great of urges in the hearts of man—the urge for self-expression and self-determination.

"Abbeville is but at the beginning and knows it. So far it has taken but a few feeble steps towards its ideal. It has given to the workers only a limited responsibility — and both the directors and the workers know it. But what they have given they have given whole-heartedly and completely.

"For example, they have given the workers eontrol of the village. This means that the workers assign the houses; keep up the streets; determine what kinds of garages and cowstalls shall be built and where they will be plaeed; plant hedges or tear them down; do all the repair work and permanent construction—in fact, everything that is done in the village.

"Furthermore, the workers have charge of eommunity work — they hire and fire the athletic director, their exeeutive secretary, and any one else working for them; they have charge of the Community Building and all that is done to it or in it; they control all their athleties, entertainments, and everything of that nature.

"The expenses of the work coming under the control of the employees is agreed upon annually by the directors and the representatives of the men in the form of a budget. This money is then plaeed in a loeal bank and is checked out at will by the workers.

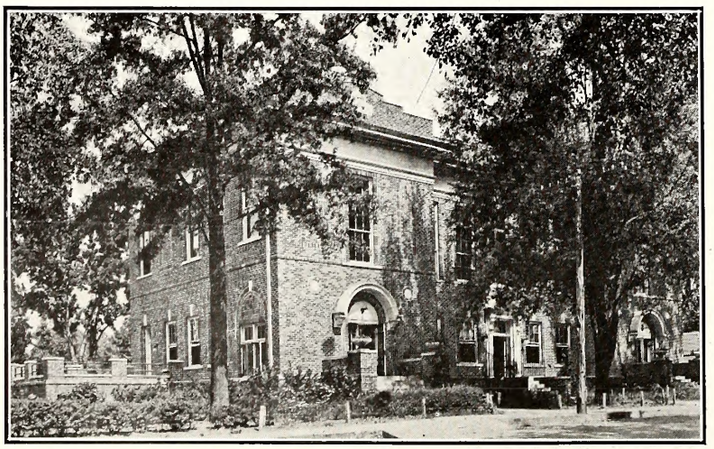
"Regarding matters of mill management they have, so far, only advisory powers. They can advise the directors regarding anything about the mill—and the only regret of the management so far is that they do not advise on more things.

"Another interesting feature, and vital the plan, is the faet that the workers are periodically informed upon the business affairs of the mill. There are no seerets at Abbeville. Every month the workers reeeive a finaneial statement setting forth the profits or losses, and every six months they reeeive a copy of the auditor's report. Furthermore, the directors give them a eopy of the minutes of their meetings in exehange for a copy of the minutes of the meetings of the board of operatives, as the elected body of the workers is ealled.

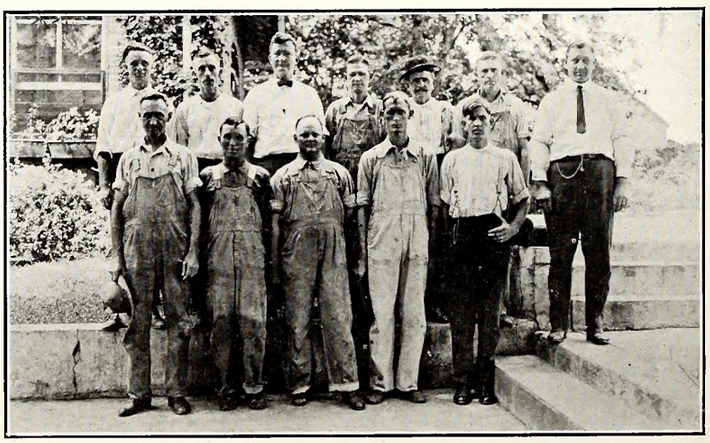
"After eertain expenses agreed upon in advanee have been met (invested eapital receiving the legal rate on its money) and an amount set aside for the conduct of the business, any remaining profits at the end of the year are divided 50-50 between the employees and capital.

"Those are some of the things that mark Abbeville as a mill, and distinguish it from other mills. The people there, both the workers and the management, realize that they have not yet arrived at true industrial democracy, nor do they claim that they have solved all the problems that are present in the relations of capital and worker. All they claim is that they have taken a few steps in what appears to them to be the direction in whieh all things are moving today, and they feel confident that with the spirit of understanding which is growing they will be able eventually to develop something which will be real, sound, and thorough going in the application of democracy to industry."

The Abbeville Cotton Mills are capitalized at $635,000 and operate 29,696 spindles and 970 looms. H. A. Hatch is president; Wm. P. Greene, vice-president; J. F. Barnwell, treasurer, and W. M. Langley, superintendent.

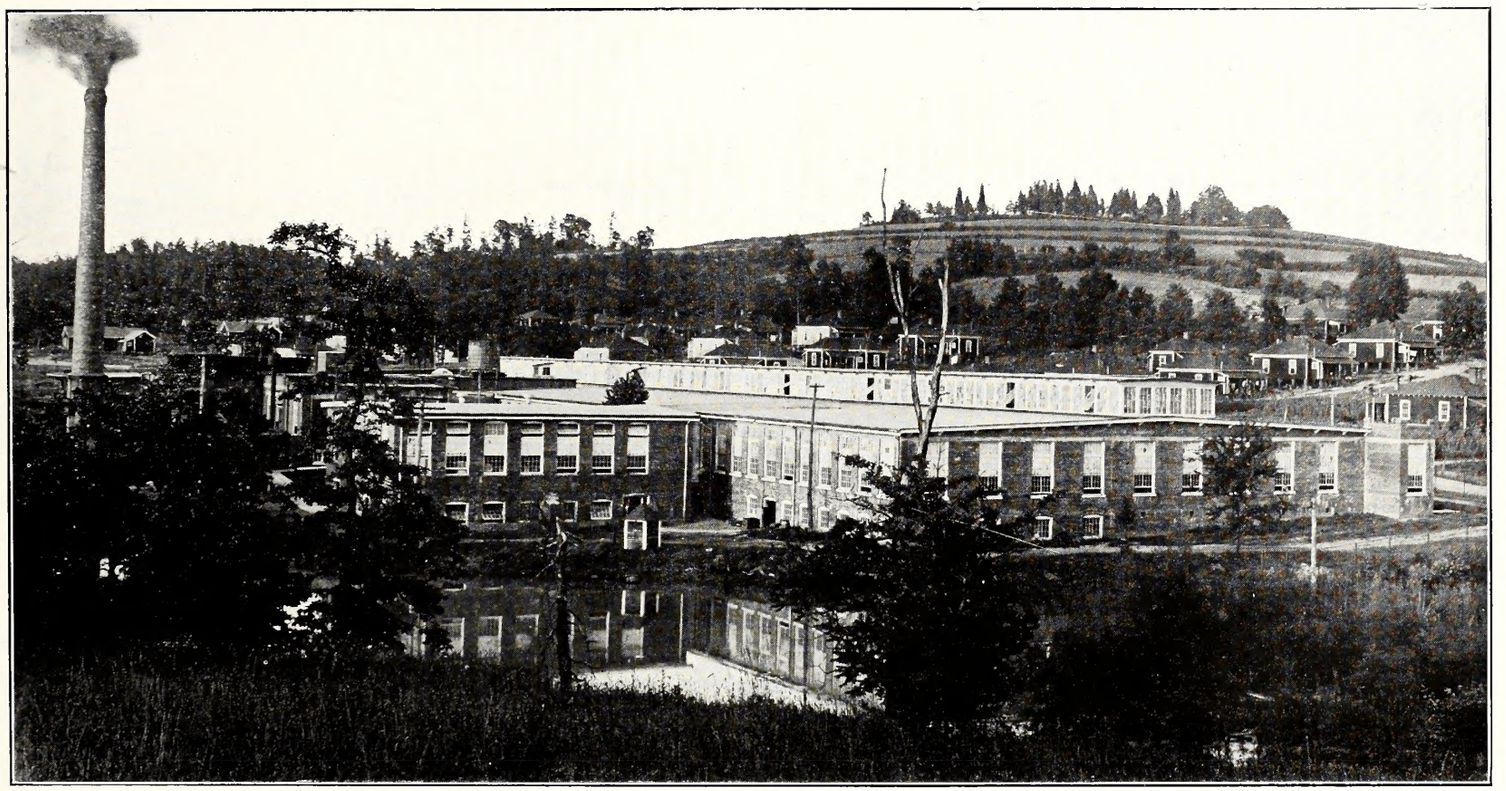


COMMUNITY BUILDING, ABBEVILLE COTTON MILLS



BOARD OF OPERATIVES, ABBEVILLE COTTON MILLS

Echota Cotton Mills



ECHOTA COTTON MILLS, CALHOUN, GA.

The Echota Cotton Mills have their office in the thriving little town of Calhoun, Ga., but operate mills at both Calhoun and Rome, Ga.

Calhoun is located on the N. C. & St. L. and the W. & A. Railways and is somewhat northwest of Atlanta, Ga.

The Echota Cotton Mills have been established about twenty years and are capitalized at $272,000. Their Calhoun plant has 16,384 spindles and 420 looms, which manufacture a high quality of sheetings.

A few years ago they purchased the Floyd Cotton Mills at Rome, Ga., and it is now known as Echota Cotton Mills No. 2.

Mill No. 2 has 5,000 spindles and 132 looms and manufactures light duck such as is used for shoe linings and for similar purposes.

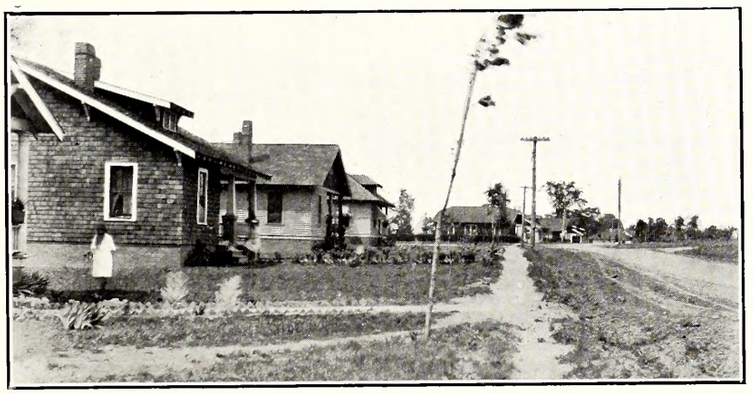
J. A. Strain, a prominent business man of Calhoun, is president of the Echota Cotton Mills, while A. H. Chastain fills the position of secretary.

H. F. Jones, an experienced and successful cotton manufacturer, is treasurer and the active manager of these mills.

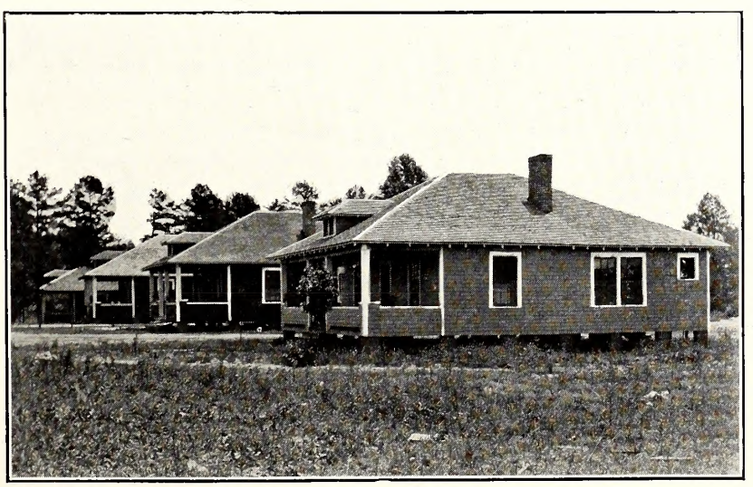
Mr. Jones is a progressive manufacturer who believes in the necessity for high quality of output and looks after every detail of the operation of his mills.

He has as his able assistants J. J. Nelson as superintendent of Mill No. 1 at Calhoun and Geo. W. Smith as superintendent of Mill No. 2 at Rome.

The management has built pretty cottages, many of the bungalow type. These are all modern in arrangement and conveniences and kept neatly painted. Each cottage has its plot of ground for flowers and a garden. The spirit of cleanliness that dominates the mills has had an influence on the people and they are quite enthusiastic about the appearance of their homes and premises.



TYPE OF COTTAGES



TYPE OF COTTAGES

The Echota Cotton Mills were quick to realize the importance of intelligent, trained, workers in their mills. They appreciate the fact that it is the happy, healthy, contented worker who is the skillful operative that gives the greatest efficiency.

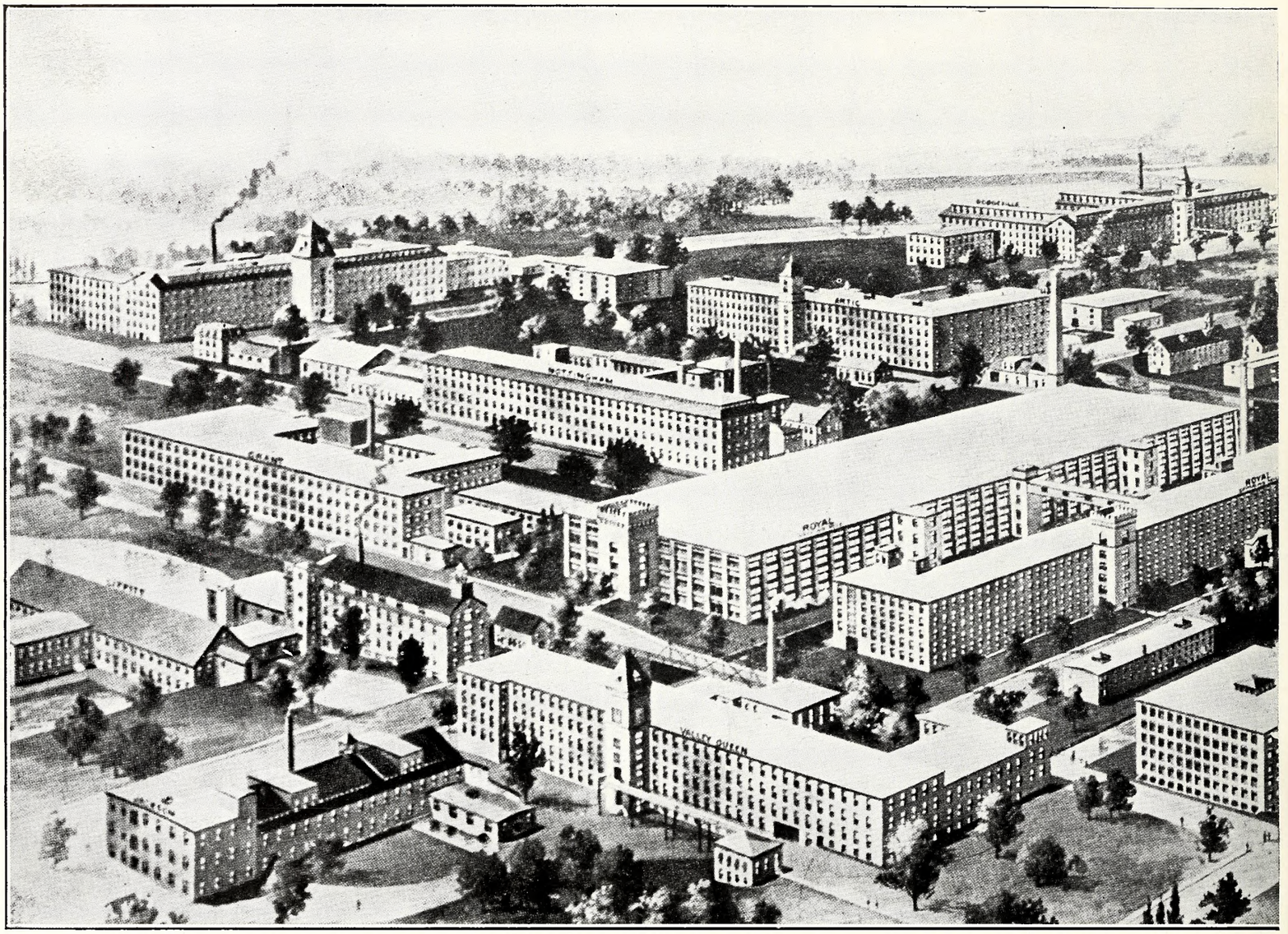
The management takes a keen interest in recreations for their people. There are sports of all kinds which are fostered and encouraged by the management. Baseball is, of course, the sport that most interests the mill people and in the summer the baseball field is the scene of contests with teams from neighboring towns and mills.

Many of the operatives have been with the mills since they started operation. The management know they are their friends and do many things for them.

The children from the mill families attend the Calhoun Public Schools, and the village people have the advantage of the churches, libraries, amusements, social and civic organizations of Calhoun.

A visit to the mills will prove the visit to the mills will prove the fallacy of the statement that cotton mill operatives are pale, anemic creatures, ill clad and under nourished. The help at the Echota Mills reflect their working and living conditions in their bright eyes, fresh coloring, interested expressions, and strong bodies. They are an animated, well dressed, well nourished group of men and women, not only interested in their work but interested in events of the day and local civic affairs.

Consolidated Textile Corporation



A COMPOSITE VIEW OF PLANTS OF THE

The Consolidated Textile Corporation owns and operates a chain of cotton mills in various parts of the South and East. Each plant is known as "a division," and with the exception of the general officers, each division has its own officers and manager and these executives are given so much latitude in the running of their own individual plant that they take great pride and pleasure in endeavoring to make it the most successful of any in the entire group of the Consolidated Corporation.

The general officers of the Consolidated Textile Corporation are: President, Andrew G. Pierce, Jr., New Bedford, Mass.; general manager, Allen F. Johnson, Lynchburg, Va. These gentlemen are efficient manufacturers and are progressive and democratic in their ideas. They realize the vast possibilities of the textile industry in the South and they also appreciate that the basis of the success of the textile industry of the South has been the splendid class of labor with which it has been supplied.

The Consolidated Textile Corporation appreciates their operatives in their various mills and heartly cooperate with the local executives of the mills in doing fine things for the development and advancement of their help.

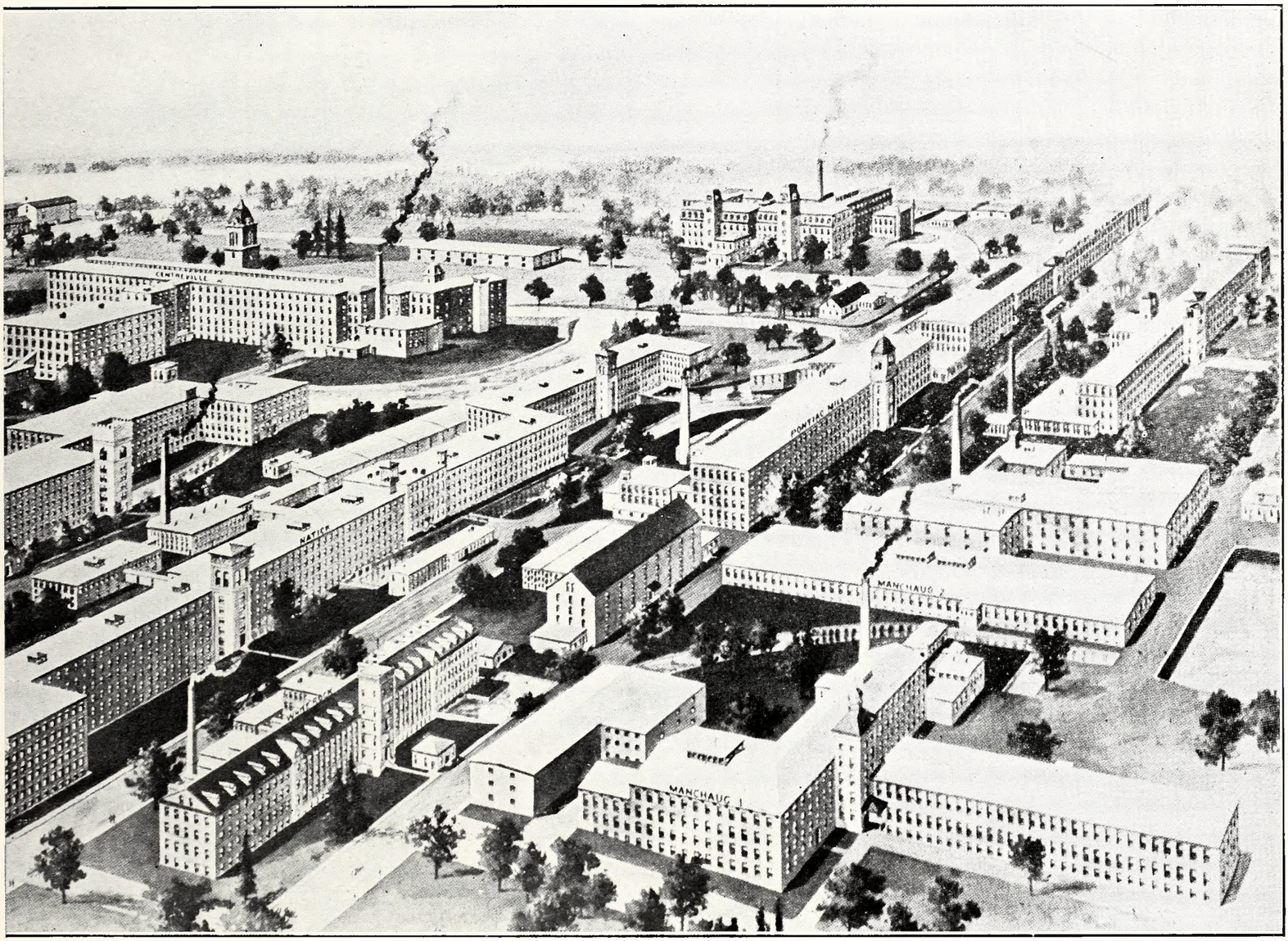
The mills comprising the Consolidated Textile Corporation are listed below. Two plants about six miles from the railroad, with postoffice Elon College, N. C., known as the Ossipee and Hopedale Divisions, the local executives are: Division manager, T. B. Spencer; superintendent Ossipee Mill, W. B. Morgan; superintendent Hopedale mill, C. E. Hall. The equipment consists of 18,728 spindles and 355 looms which manufacture flannels and yarns. Both mills are operated by steam power. The Hopedale is beautifully located on the rolling banks of the Haw River just below where it joins the Reedy River. The location is very picturesque. The Ossipee Mills are on the Reedy Fork River and are equally as pleasing in their location. In both mills due consideration has been given to making working conditions both pleasant and healthful. The cottages are of modern cotton mill type with such modern conveniences as electric lights, an abundance of pure water and excellent sanitary conditions. Many of the operatives are thrifty and industrious; a large percentage have nice savings accounts. Most of these people have been in the employ of the mills from the time they were established, or at least their parents have worked in the mills that long. There are excellent educational facilities supported by the county and supplemented by a special tax paid by the mills. The school at these mills is one of the most progressive and modern in the county.

Each village is complete in itself with churches, stores, etc. The management is particularly interested in the welfare of the people and stand ready to promote any movement that is put on foot for their pleasure or benefit.

The Consolidated Textile Corporation, known as the Lynchburg Division, is located at Lynchburg, Va. The division manager is Yates Smith; the superintendent, Culver Batson. These executives are old experienced textile men and are keenly interested in their mills and equally as much in their employees. They appreciate that it is the healthy, contented operative who gives the best results in the manufacturing business. The equipment consists of 56,796 spindles and 15,796 looms engaged in the manufacture of brown sheetings. The mills are of modern mill construction with careful thought given to making working conditions all that they should be.

The Consolidated Textile Corporation, known as the Pilot Division, located at Raleigh, N. C., with A. Y. Kelly, division manager, and G. B. Byrd, superintendent. These gentlemen are well acquainted with the textile business and are able to look at it from the viewpoint of the manufacturer and, at the same time, see it through the eyes of the operatives. There is a very fine spirit of good fellowship and friendly helpfulness to be found at the Pilot Mills. The operatives are of a high class of citizens, both morally and mentally, as well as physically. Naturally such people would not be contented and happy working in unpleasant environment or living in anything but comfortable, clean homes. Every house in the pretty

Consolidated Textile Corporation



CONSOLIDATED TEXTILE CORPORATION

village has electric lights, sewerage, water and a sanitary garbage can. The premises are well kept. The mills are in keeping with the attractive village in pleasing outward appearance and cleanliness in the interior. There are 10,752 spindles and 504 looms in the Pilot Mills. The products are shirting and chambrays. Welfare work is carried on extensively at the Pilot Mills as well as in other of the Consolidated plants. A splendid community building is the center of all social and civic activities. There are numerous clubs and organizations among the people. A good school building with good educational facilities and several churches are to be found in the village among the other advantages offered the Pilot operative. A brass band composed of operatives is another attraction. Athletics are encouraged and actively indulged in. There are playgrounds and parks for the people.

At Shelby, N. C., is found another division of the Consolidated Textile Corporation, known as the Ella Division. In the beginning of these mills, Mr. J. R. Dover, the founder, bought 100 acres of land about one mile from the center of Shelby; attractive surroundings and pleasant living conditions were among Mr. Dover's first aims. Both the mills and the pretty mill village were located on a well drained site conducive to good health, the cottages were built along improved and up-to-date lines, all neatly painted, and now enjoyed by the operatives rent free. Because of Mr. Dover's wide textile experience and splendid executive ability, the industry has developed to its present high position in the textile world. Mr. Dover has been succeeded in the business by his son, John R. Dover, Jr., as division manager and superintendent, and the son is carrying forward and developing the same fine policies in the mills. The equipment consists of 11,328 spindles and 253 looms; the product of the mills is print cloth. The mills are beautiful and modern both in architecture and equipment. The Ella Mills give employment to between three and four hundred persons of a high type of citizenship.

The Union Cotton Mills at LaFayette, Ga., form another division of the Consolidated Textile Corporation. Climatic conditions, beautiful mountain scenery, good roads and pure water make the location of these mills very attractive. Frank S. Dennis is division manager and superintendent of this plant and owing to his careful supervision and untiring energy there has been a continuous growth and prosperity. The mills are of modern brick construction with due consideration of health conditions and in the matter of equipment it is up-to-date, making working conditions very good indeed. Everything is kept sanitary and clean and the management has no trouble in keeping their operatives. The equipment is electrically driven; there are 23,152 spindles and 462 looms. Print cloths are manufactured. Approximately 300 people are employed in the mills. The village, which contains 110 houses, has a population of 700 inhabitants; a number of the operatives own their homes besides the houses belonging to the company. At least 75 per cent of the operatives are saving money; this is an unusually large percentage; 10 per cent own other property.

One of the largest and most progressive divisions of the Consolidated Textile Corporation is the Henderson Division, located at Henderson, Ky., and under the direct management of Division Manager and Superintendent W. J. Hunter. Brown sheetings and drills are manufactured. The mills, like all the other plants of this splendid corporation, are modern and up-to-date as to buildings and equipment. There are 49,504 spindles and 1,382 looms. Working and living conditions are under the careful supervision of Mr. Hunter, who knows his people personally and through his personal interest in them has won their loyalty and respect. They appreciate his efforts on their behalf and in return are willing to give him the most efficient service in the mills.

The Bonham Mills, at Bonham, known as the Bonham Division, is another enterprising industry owned and operated by the Consolidated Textile Corporation. The local executives are J. C. Saunders, division manager, and C. S. Tatum, superintendent. This plant has been described at length in a separate article of its own in this issue.

Marion Manufacturing Company

The Marion Manufaeturing Company, loeated at the splendid little town of Marion, S. C., is the only textile industry in the eommunity. It was founded in 1904 by its present owners and its growth and development have been a souree of pride to the people.

Mr. W. Staekhouse, who is president, treasurer and manager, is a loeal eitizen, prominent in every movement that is progressive and for the better interests of the town. It is largely due to his untiring efforts and broad, demoeratie ideas that the Marion Manufaeturing Company has been so suecessful in its undertakings. The only other offieer of the company is W. S. Foxworth, who is vice-president.

The management is keenly aware of the importanee of healthy, eontented operatives in the mill business and they never lose an opportunity to do what they ean for the benefit of their help. Mr. Staekhouse knows them all personally and feels a keen interest in their welfare. The operatives appreeiate this interest and do not hesitate to approaeh him with any of their troubles or affairs, being sure of his sympathy and kindly advice. Indeed the mill community is more like one big family than anything else. There are only sixty-five employees, as the mills are not so large, having 7,168 spindles. These operatives are mostly natives of the surrounding vieinity and a good many families have been with the mills sinee they first started operation. Things are made so pleasant for them that they are perfeetly satisfied and seldom make a ehange.

The mill building is one story, built of brick. Due consideration has been given to making working conditions both healthful and eomfortable. One has only to look at the operatives to know that they are well and strong and interested in their work.

There has been no oeeasion for the management to provide speeial sehools for the ehildren of the mill families, sinee the mills and village are loeated within the boundaries of Marion. The ehildren of the operatives feel no hesitaney about mixing and mingling with children from other homes of the town and they are just the average of ehildren from other seetions. Just as apt to lead in their elasses, just as full of life and misehief, just as apt to be dull and just as indifferent as other ehildren. The Marion publie sehools have a high eurrieulum and are the equal of any to be found in a town of the same size. It is not unusual for ehildren from the mill village to go on through High Sehool and then go into some other line of work than the textile mill. But they do return to the mills and work beside their parents in many instanees. The management offers every indueement to those who are ambitious to rise above the common rank and file of the mills and advanees them to positions of responsibility and trust as rapidly as they deserve. Many of the heads of departments and overseers come from this elass.

Although the mills are inside the eity limits, the management has built a pretty little community of its own whieh contains thirty-eight attraetive eottages of four, five and six rooms eaeh. These are neat and kept in good repair inside and out, and are equipped with all sueh eity eonvenienees as eleetrie lights, waterworks, baths and sewerage. Eaeh eottage has a niee yard and a good garden plot for the raising of vegetables for the family. The people manifest a good deal of eivie pride in the appearance of their homes and they beautify their premises with beds of bright blooming flowers, shrubbery and vines. The management has seen to the furnishing of shade trees around the houses and along the streets.

The people attend religious serviees in the various ehurehes of the town and send their ehildren to the Sunday sehools.

The management, keeping the little ones of the eommunity in mind, has planned and developed pretty playgrounds in the village and these are well equipped with various kinds of play deviees that afford the children mueh pleasure as well as giving them healthful exercise.

A good baseball park has been provided. This is equipped with a large, eomfortable grand stand. Many hotly contested ball games are the delight of the people. The mills are very proud of their exeellent team composed of operatives and maintained by the management.

Musie is a notable feature of welfare work in the village. The management has equipped the first-elass orehestra, made up prineipally of mill boys, providing instruments, ete. This band is well known in the town for the good work it does.

The general health of the village is exeellent. The management does all possible to keep the entire surroundings, in both village and mills, sanitary and healthful. All employees are insured by the mills for an amount equal to one years' wages; mill pays premiums.

The mill people are a very good elass of eitizens. Sober, industrious, law-abiding. Intelligent, though unskilled in many instanees, they have made quiek response to the environment of the mills and village. Many of them are eager to learn, they read and study and are well posted on loeal and eurrent events. The management eneourages them to do this, as it is a well known faet that the most effieient operative is the intelligent, edueated worker.

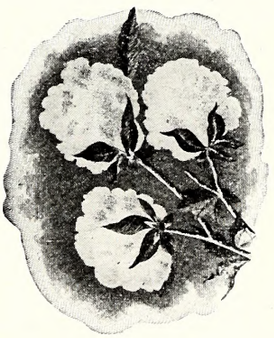
The produets of the Marion Manufaeturing Company are laee eurtain yarns, 20s to 30s two-ply skeins.



ESTABLISHED 1900

Barnhardt
Manufacturing Co.

CHARLOTTE, N. C.



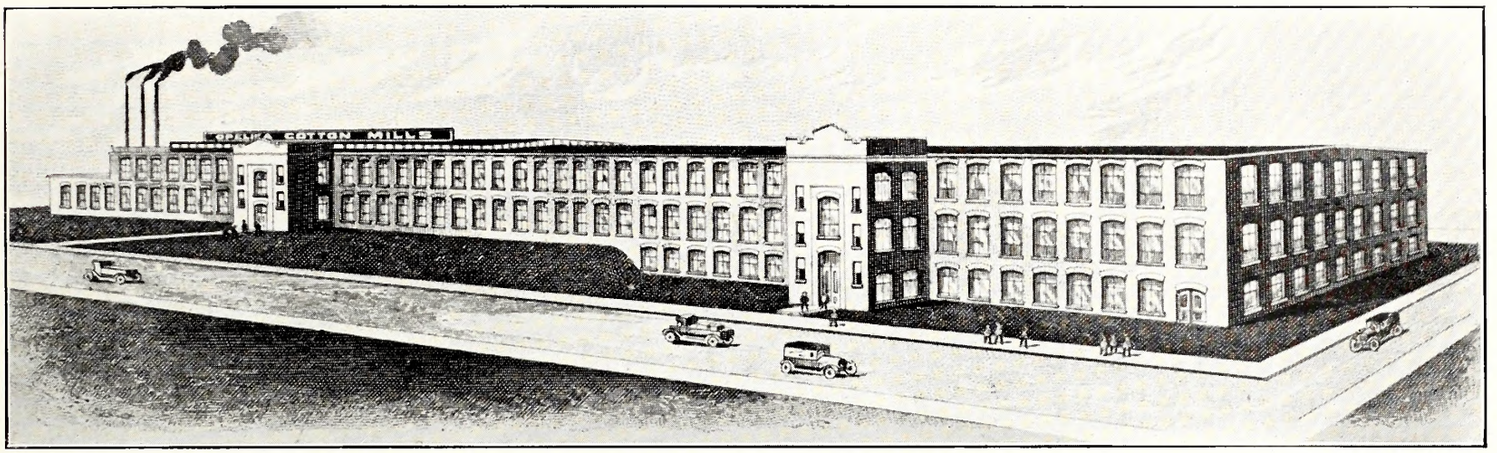
Manufacturers of a line of

COTTON BATTS

For Furniture Manufacturers

Get our samples and prices before buying
We can save you labor

Opelika Manufacturing Company



OPELIKA MANUFACTURING COMPANY, OPELIKA, ALA.

The Opelika Manufacturing Company is located in Southern Alabama, in the beautiful little city of Opelika, which is on the Central of Georgia and the Western of Alabama Railways.

These mills were established about twenty years ago by M. M. McCall and H. H. McCall, prominent business men of Opelika, but were recently sold and their name changed from the Opelika Cotton Mills to the Opelika Manufacturing Company.

They originally had 5,000 spindles but have prospered and grown until they now have 18,000 spindles and are capitalized at $1,000,000. They are operated by electric power and manufacture 12s to 20s single and ply yarns and also have one department manufacturing high grade 40-2 yarns.

The present officers are Jno. V. Denson, president, nad W. S. Freeman, treasurer and general manager.

Mr. Freeman is a cotton manufacturer of long and successful experience, having been formerly connected with the group of mills at West Point, Ga., and now filling the position of vice-president and general manager of the Samoset Cotton Mills at Tallageda, Ala., and dividing his time between that mill and the Opelika Manufacturing Company.

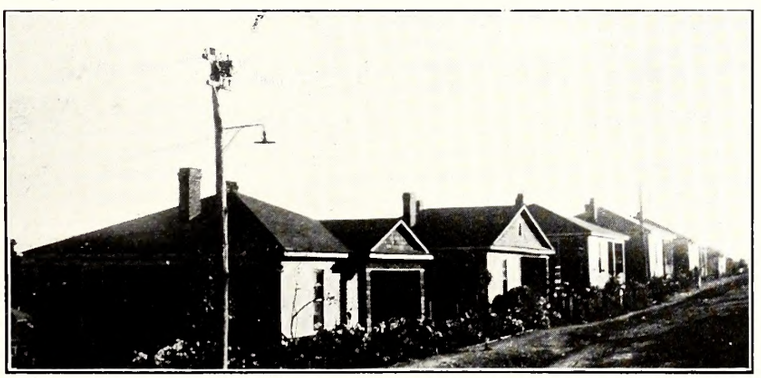
In all probability the Opelika Manufacturing Company will be greatly enlarged under the management of Mr. Freeman and his assistants.

The buildings and equipment of this mill is modern and up-to-date and has been kept in a remarkably fine state of repair.

The cottages built for their employees are comfortable, conveniently arranged and well painted.

Each house has a large garden plot in which the operatives raise vegetables that greatly reduce their cost of living.

There has been no need for the mills to build schools because of the proximity of the city schools and a handsome High school of Opelika, being citizens of Opelika the cotton mill families are privleged to educate ther children in the city schools. The management has thoroughly impressed the operatives with the necessity of educating their children and the parents see to it that the children go regularly. These children are bright, healthy, perfectly normal youngsters, equally as interested in their school work as those children who come from other homes in the city. Many of them lead in their classes and frequently they go through High school and out into the world of business where they bold positions of responsibility, and are respected and admired by all with whom they come in contact.



TYPE OF COTTAGES

The equipment is all of a very modern type, and the workers are safeguarded to the least degree in the matter of healthful working conditions. Some hundred or more operatives find employment in these mills where good wages and kindly treatment make their work pleasant. They are intelligent, industrious people, interested in their work and anxious to maintain a high standard of quality in the goods manufactured.

The management is very proud of their village and have spent a great deal of time and thought, as well as money, in making the place most attractive. They appreciate the fact that their help is very human, just like other people and that they enjoy beautiful things as much as others. The management also knows that these people have had little or not time for the cultivation of the aesthetic side of life and they encourage them in this line by offering substantial prizes for the best premises, the greenest lawn and the prettiest flowers, as well as the finest vegetable garden.

There are a number of clubs organized among the people of the mill community for the uplift and benefit of the people.



MILL VILLAGE STREET SCENE

Kincaid Manufacturing Company



KINCAID MANUFACTURING

Griffin, Ga., on the National Highway between Atlanta and Macon, would be widely known throughout the country even if it were only a tiny little village and had nothing but the poorest country roads instead of a National Highway and miles of splendidly paved streets and many beautiful homes, because of the magnificent textile plants of the Kincaid Manufacturing Company.

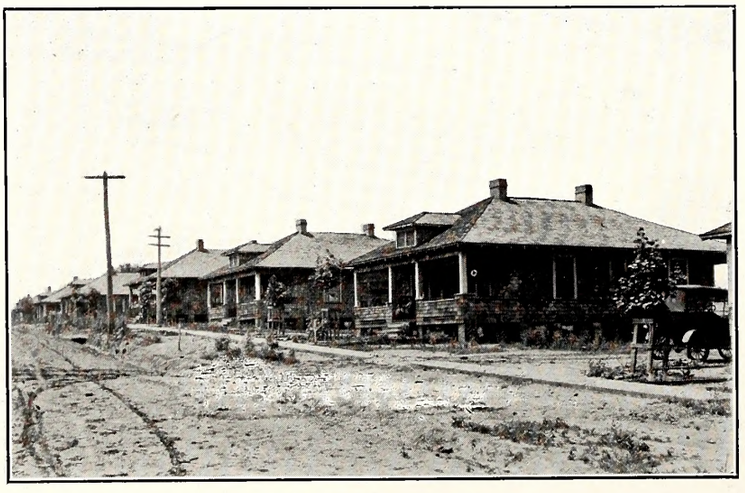
The writer had the pleasure of visiting the Kincaid Manufacturing Company and noted the wonderful work they are doing in the development of the textile business; saw the magnificent bleachery which has just been completed at Experiment, Ga., a point three miles distant from the town but easily accessible by the fine concrete road; and realized from conversations with several employees and members of employees' families the loyal pride that is manifested by the people in the mills and bleachery. This last statement was particularly interesting to the writer because it showed the respect and admiration of the operatives for their employers and such a spirit could not exist where the help is not treated well and haven't first-class working and living conditions.

The Kincaid Manufacturing Company is composed of two textile plants on the edge of the town, but in opposite directions from each other; and the big new bleachery which has been erected to take care of the dyeing and bleaching for the cotton mills. At present they are not doing much outside work, just a little for a few friends, but this plant may be able to do outside work regularly a little later on. There are very few bleacheries in the South except those for individual plants and there is a keen need for a first-class bleachery such as the Kincaid Manufacturing Company has built. The buildings are of the most modern type of architecture employed for bleacheries, the equipment is the very newest, thoroughly up-to-date and selected for the purpose of securing the most efficient results. This bleachery is known as the Lowell Bleachery, South, and is a branch of the Lowell Bleachery of Massachusetts. The work of the plant is bleaching of towels and dobby goods.

The Kincaid Manufacturing Company and the Lowell Bleachery, South, are under the direction and management of Mr. Allen Little, who is president and general manager of the Kincaid Manufacturing Company and manager and vice-president of the Lowell Bleachery. The other officers of the Kincaid Manufacturing Company are: W. F. Ingram, treasurer; George C. Imes, superintendent. Of the Lowell Bleachery, South, Sidney Coolidge, of Boston, Mass., is president and W. F. Ingraham, of Griffin, is treasurer. The capital stock is $600,000.

One needs only a little conversation with Mr. Allen Little to understand why the Kincaid Manufacturing Company and the Lowell Bleachery, South, are meeting with such success. Because of his pleasing personality, Mr. Little has won the admiration and staunch support of his associates in putting into effect his progressive ideas and democratic views with regard to running the business and dealing with his employees. Mr. Little is not only a financier of keen executive ability but he is untiring in his energetic efforts to promote the prosperity of the business and at the same time he gives a great deal of care and thought to the welfare of his operatives.

The two plants of the Kincaid Manufacturing Company are of modern, brick, mill construction, built with a view to making conditions comfortable and health for the operatives. Due consideration has been given to lighting, heating, humidifying and ventilating. Everything about the mills is kept in a most sanitary manner. The equipment of the mills combined is 48,800 producing spindles and 1,672 looms. The products manufactured are towels and dobby goods. Upon entering the mills one is attracted by the bright, intelligent faces of the operatives and quick elastic steps; it is not necessary to inquire into the health of these people for their working conditions are reflected in their appearance; they certainly do not look pale and undernourished. Upon inquiry one will be told by the genial superintendent, Mr. Imes, that he has a fine lot of help, many of them have been with the mills from the time they first started and are very skillful and efficient. They are a sober, industrious lot, while not as thrifty, perhaps, as they should be, some of them have their own homes and other property, others have nice savings accounts for old age, or the proverbial rainy day. Thrift among mill operatives is one of the real problems confront the mill executive who is interested in the welfare of his help. Mill operatives who are skilled in their line realize that they may secure work at all times, no matter where they are and for that reason the temptation is very great to spend liberally, live well and dress well and enjoy not only the comforts of life, but many of the luxuries such as automobiles, victrolas and pianos.

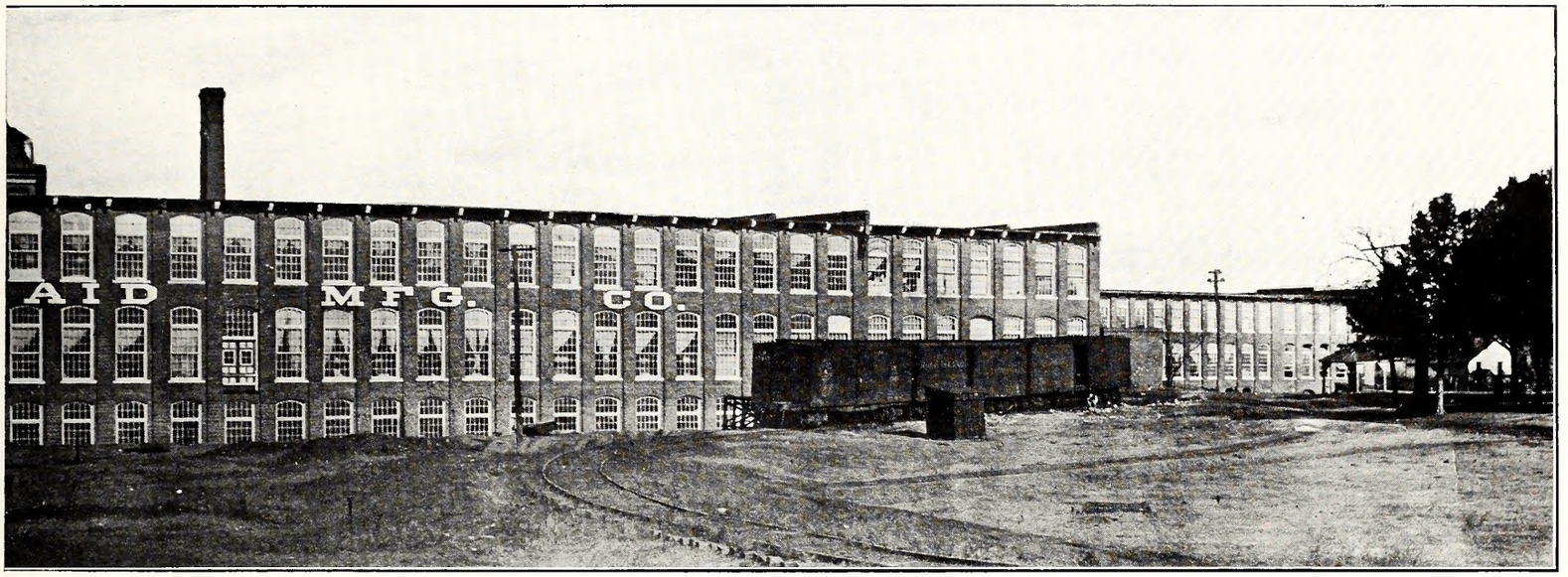


TYPE OF COTTAGE

The management has built an adequate number of houses at each plant to take care of those mill families who care to live in the mill village. These houses are neat and attractive in appearance as well as comfortable and convenient in arrangement. The management impresses the people with the urgent necessity for sanitary conditions of their premises; they also encourage them in beautifying their home surroundings by planting flowers and shrubbery and it is seldom that one fails to find a nice vegetable garden in connection with each cottage.

Various organizations among the mill families for amusement and improvement have been organized and each has its own enthusiastic following. There is also a brass band composed of mill operatives which is a never ending source of pleasure to the communities. Sports are encouraged and supported by the management. Each plant has its own excellent baseball team and some very hotly contested games during the season were watched

Kincaid Manufacturing Company



COMPANY, GRIFFIN, GEORGIA

with much interest by the people.

Such progressive men as the executives of the Kincaid Manufacturing Company and the Lowell Bleachery, South, realize the importance of education. Thoroughly modern school buildings have been provided for teaching the lower grades in the mill villages, but the older children are urged to attend the town schools which are up-to-date and maintain a very high curriculum. Parents are urged to send their children to school regularly and in most instances they do. Children from the mill families average up well with children from other homes in the town. It is not a lack of intelligence among cotton mill operatives, but lack of opportunities that have kept them back; they appreciate this and many move into the mill communities for the sole purpose of giving their children better opportunities than they themselves had. The management is anxious to lend assistance to such people, they appreciate their ambitions for their children. Indeed no one factor has done so much to bring about better educational opportunities for the poorer white people of the South than the textile industries. Most cotton mill managers are big, warm-hearted men who love the children of their mill communities and look upon their people as one big family and each mill deems it a privilege to see that the children of their operatives do have good educational advantages. In many instances, as at the Kincaid Mills, it has not been necessary for the management to expend large sums in erecting school buildings, but they are very generous with their funds as well as paying large taxes.

There are churches in each community, built by the company, providing pleasant places of worship for the mill people. However, they do not hesitate to mix and mingle with other citizens of Griffin and frequently worship in the town churches. The operatives enjoy all the privileges and advantages offered in a city the size of Griffin in the way of lectures, concerts and amusements.

The management will tell a visitor that there are no finer people anywhere than those employed in their mills. They are sober, industrious, law-abiding and God-fearing people.

The feeling of goodfellowship which exists between the operatives and the management is an indication of the harmony in which this mill is run. The executives are not only gentlemen of fine business ability. They are so interested in their help and do so many good things for them that are held in very high esteem by the operatives.

There is very little turnover at the mills, as the people are well treated and seem contented and satisfied to stay in one place.

The cotton mill industry in Georgia has always been conducted upon a high plane and the mills have a fine reputation for the quality of their products and for their honesty and fair dealings with their employees. These things have been material factors in the success of the mills. The Kincaid Manufacturing Company is a typical example of the best of the Georgia mills. with much interest by the people.

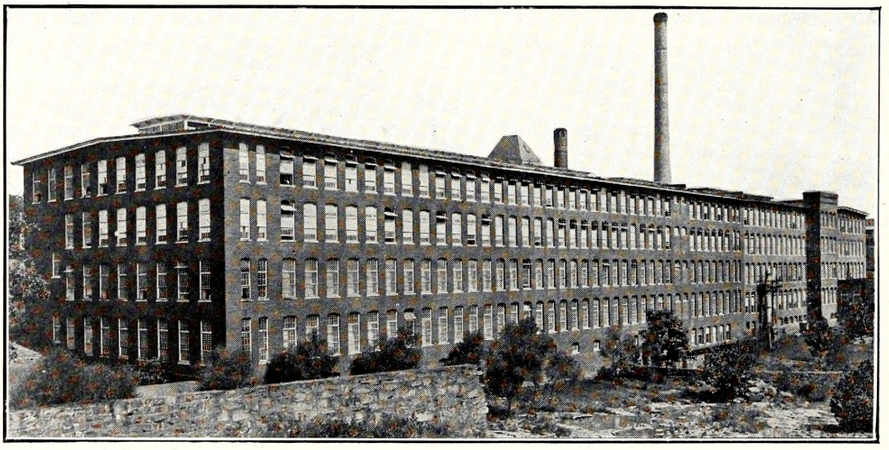


LOWELL BLEACHERY, SOUTH, GRIFFIN, GA.

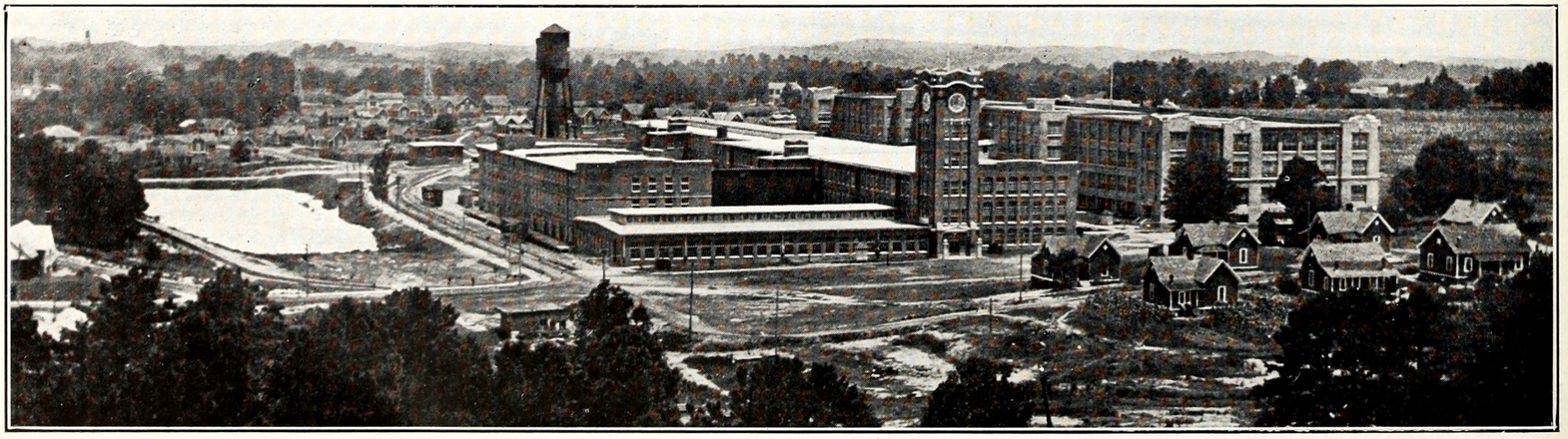
Lockwood, Greene & Co., Managers
Boston, Mass.



PELZER MANUFACTURING COMPANY
MILL NO. 4
PELZER, S. C.

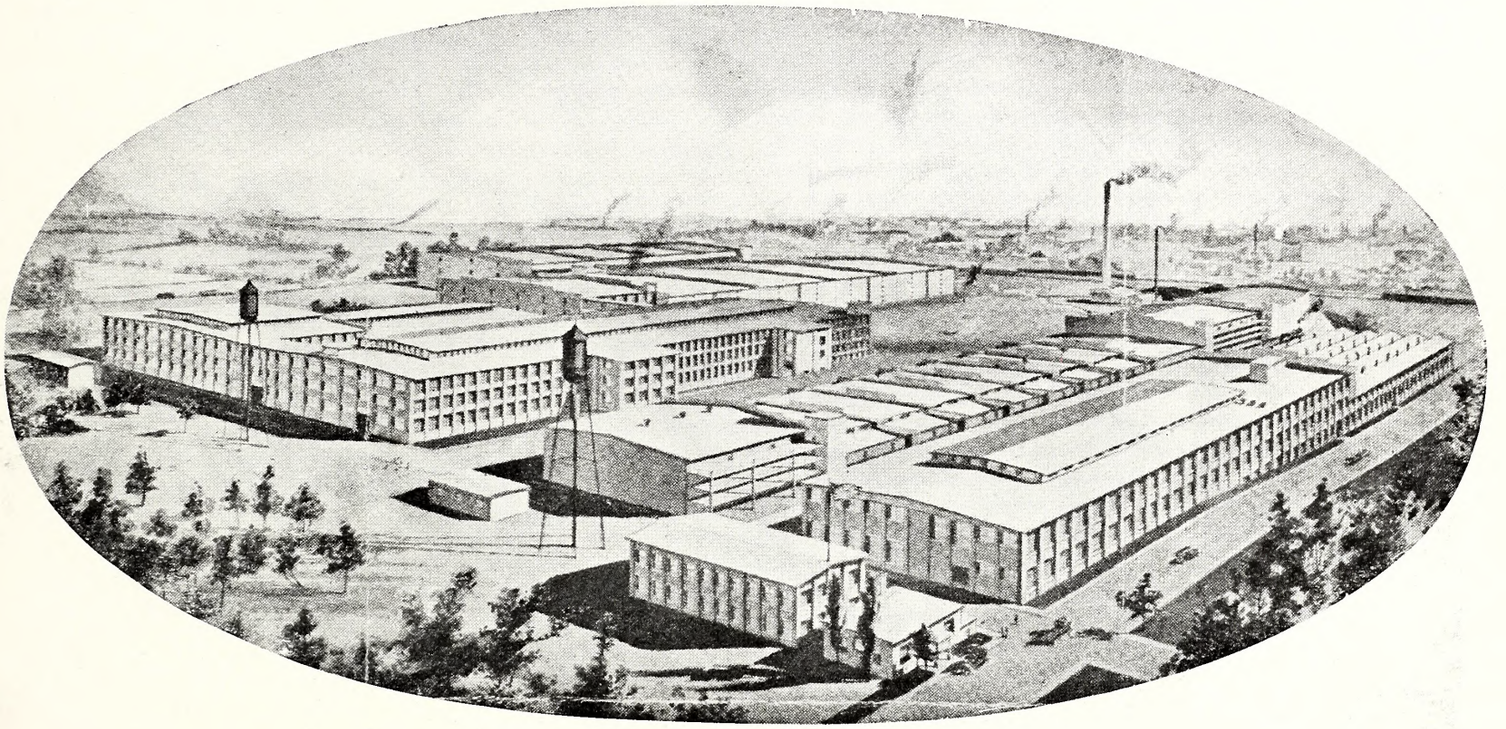


TUCAPAU MILLS
TUCAPAU, S. C.

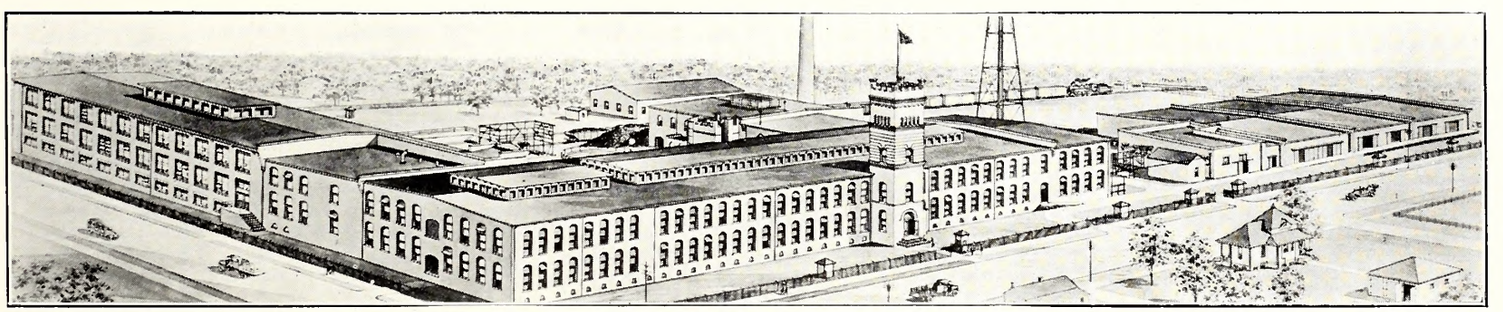


WINNSBORO MILLS
WINNSBORO, S. C.

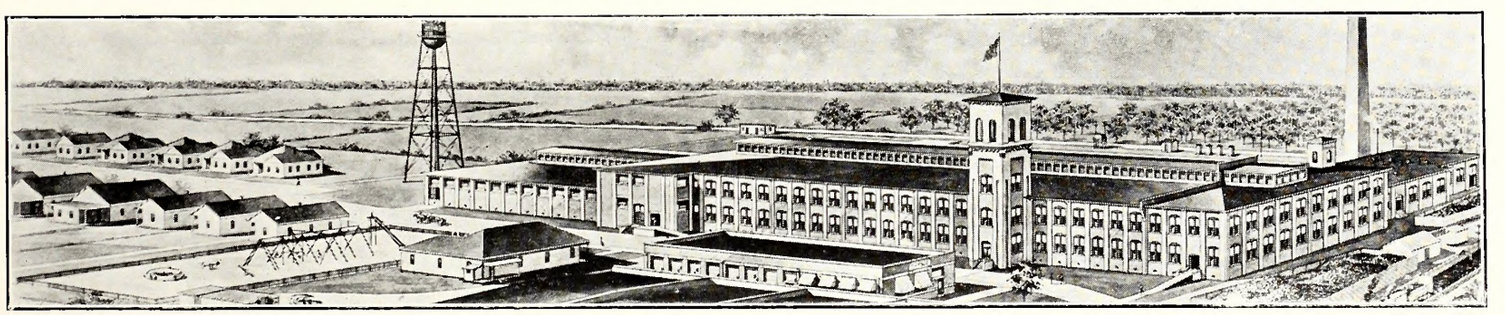
Standard Textile Products Company



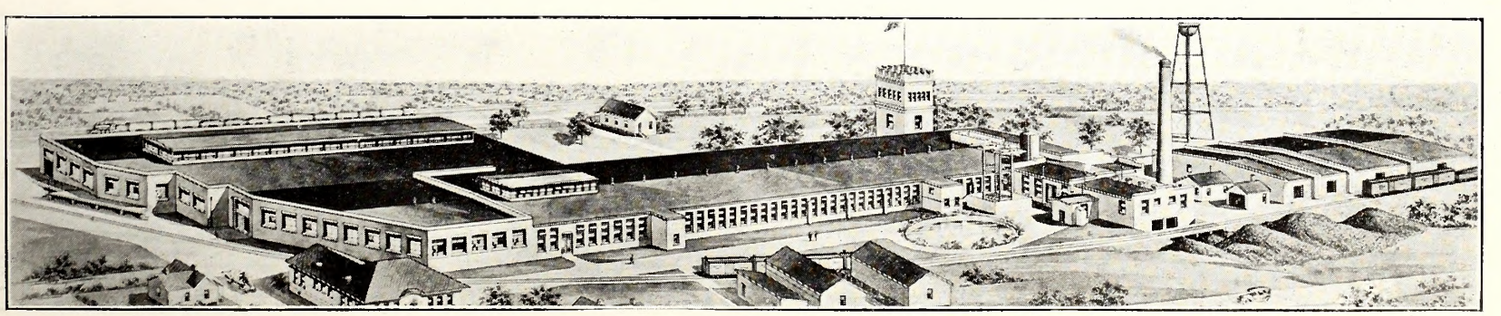
MERITAS MILLS, COLUMBUS, GA.



McCOMB COTTON MILLS, McCOMB, MISS.



MOBILE COTTON MILLS, MOBILE, ALA.



SELMA COTTON MILLS, SELMA, N. C.

Santee Mills



SANTEE MILLS, ORANGEBURG, S. C.

The Santee Mills have their headquarters and one mill at Orangeburg, S. C., but also have another mill at Bamberg, S. C.

Thye are capitalized at $1,100,000, and J. H. Cope, a prominent and successful South Carolina business man, is the president and aetive manager, while F. E. Whitman, a well-known cotton goods merehant of New York, is treasurer.

The Orangeburg Plant of the Santee Mills is located in Orangeburg county, one of the greatest cotton eounties not only in South Carolina, but in the South. It has 14,848 spindles and 392 looms and manufactures a very high quality of sheetings. R. J. Brown, a manufaeturer of long experienee, is in charge of the operation of the mill and under his management it has prospered.

The Bamberg Plant of the Santee Mills is located at Bamberg, in the same section of South Carolina.

It is praetieally the same size as the Orangeburg Plant, having 18,848 spindles and 400 looms, which are operated upon sheeting of slightly heavier eonstruetion than those manufaetured at Orangeburg, S. C. I. N. Dunn is in charge of the operation of the Bamberg plant and has proved to be a careful and efficient manufaeturer.

The operatives of these mills have eame largely from the great eotton seetion of South Carolina, but prefer the mill life because of good wages, good working conditions and eomfortable and well-kept homes.

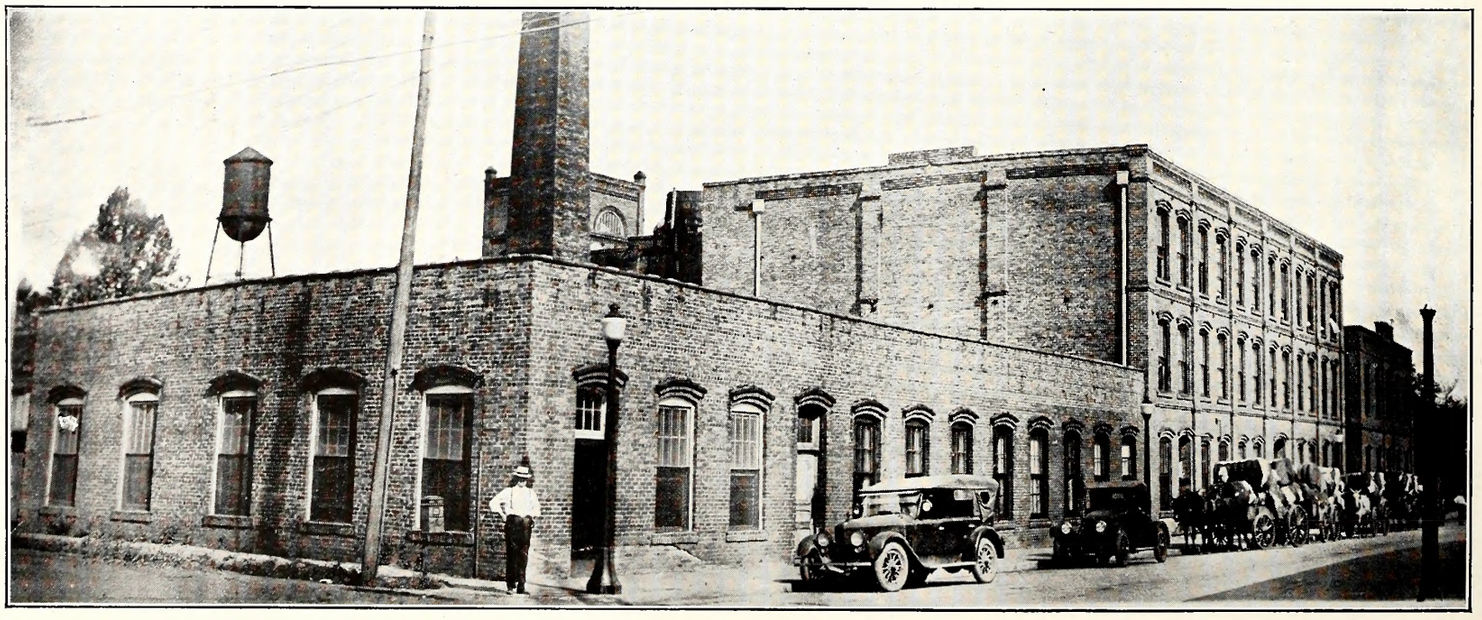
Many of them were tenant farmers who during the long years of low prieed eotton eould make a scant living for themselves and their families and since the advent of the boll weevil the danger of not getting sufficient cotton to cover the cost of living has made farming in that section a precarious enterprise.

At the mills the farmer ean get steady and certain wages and live in eomfortable houses.

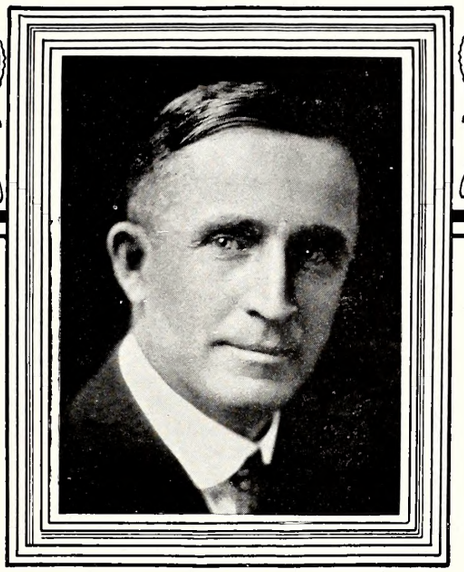
They are also able to send their children to good schools and to affiliate with churehes of their denomination.

The management of the Santee Mills takes a great interest in the welfare of their employees and is always ready to aid in their development.

Manager R. J. Brown, of the Orangeburg plant, and Manager I. N. Dunn, of the Bamberg plant, keep in elose personal touch with their employees. They know all of them by name and are quick to aid them in sickness and distress. Being located in the towns of Orangeburg and Bamberg, the mills have not built schools or ehurehes, as the employees of the mills have the same privileges as other citizens.



SANTEE MILLS, BAMBERG, S. C.

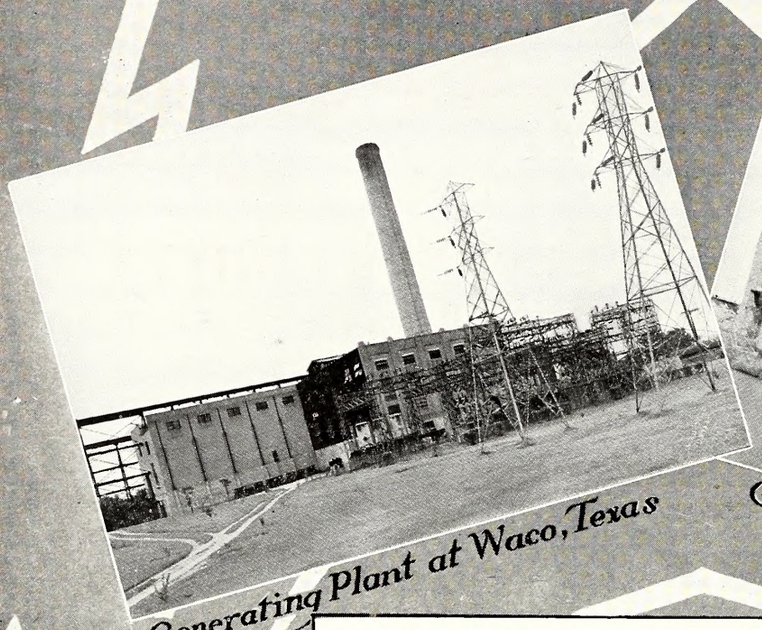


John W. Carpenter

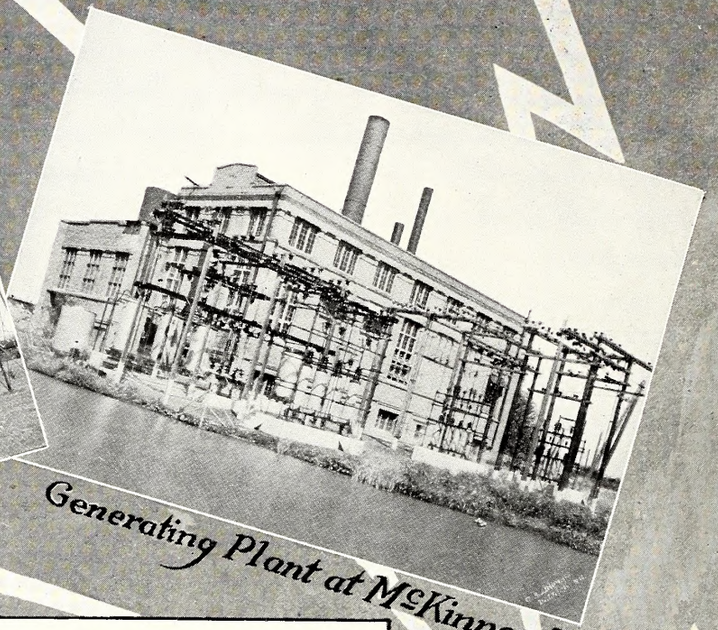
TEXAS, with its vast production of practically all lengths of staple and her other numerous natural resources which make her a logical textile center, has awakened to the wonderful possibilities offered her in this industry and today the Lone Star State is making great progress toward this end.

Texas has an almost unlimited supply of healthy, American-born labor available from her 5,000,000 or more population; she has an unlimited source of electric power at rates which compare favorably with those in States where there has been a greater development of the textile industry; good railroad facilities, and is the gateway to Mexico and Latin America.

John W. Carpenter, a native Texan, born on a cotton farm, is responsible for the movement to bring more cotton mills to Texas. His interest caused him to visit the mill centers of the Northeast and Southeast to gather first-hand information. Upon his return home, Mr. Carpenter started an educational and advertising campaign, both at home and abroad, setting forth the advantages offered in the Southwest. Mr. Carpenter began telling people all over the State about Texas' opportunities in the textile field. He brought textile engineers and textile executives from the Carolinas and New England and these men concurred with him that Texas undoubtedly has a wonderful future in the textile industry. Mr. Carpenter is Vice-President and General Manager of the Texas Power and Light Company, and was active in the successful campaign to obtain a Technological College for Texas. He is a long-term member of the Board of Regents of that institution.



Generating Plant at Waco, Texas



Generating Plant at McKinney, Tex.

Does Unlimited Electric Power Mean Anything To a Mill?

TEXAS, the State of wonderderful natural resources, offers, among other things, a power company with a transmission system which reaches out and completely permeates the agricultural and industrial center of the State. Texas now produces one-third of the cotton of the United States and is destined to produce fully one-half of the country's supply of staple. Investigation of the rates of the Texas Power and Light Company will prove to the mill executive that the power cost per spindle per year will compare very favorably with rates in North, East and Southwest where there has been a greater development of the textile industry.

All of the power for the big transmission system of the Texas Power and Light Company on opposite page shows this system is generated in steam plants located at advantageous points. Four of these mammoth plants are shown on this page.

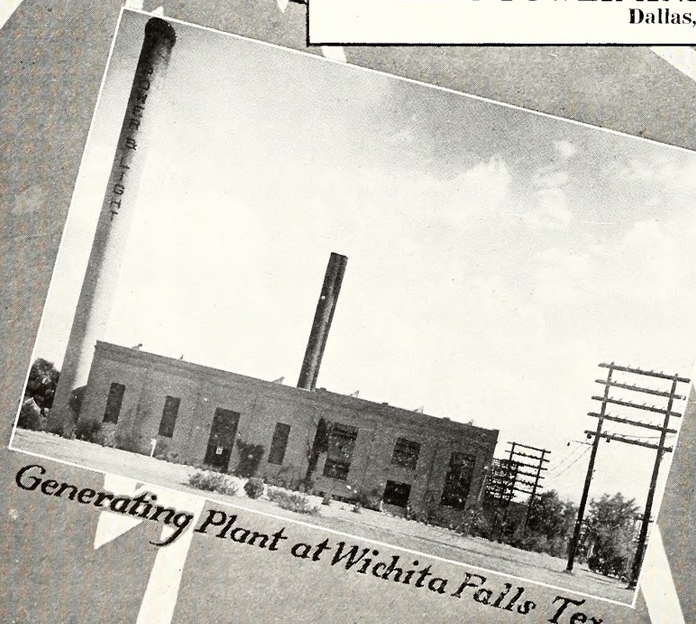
This company has been in the field for years and understands the requirements of industries such as textile mills.

For further information, write

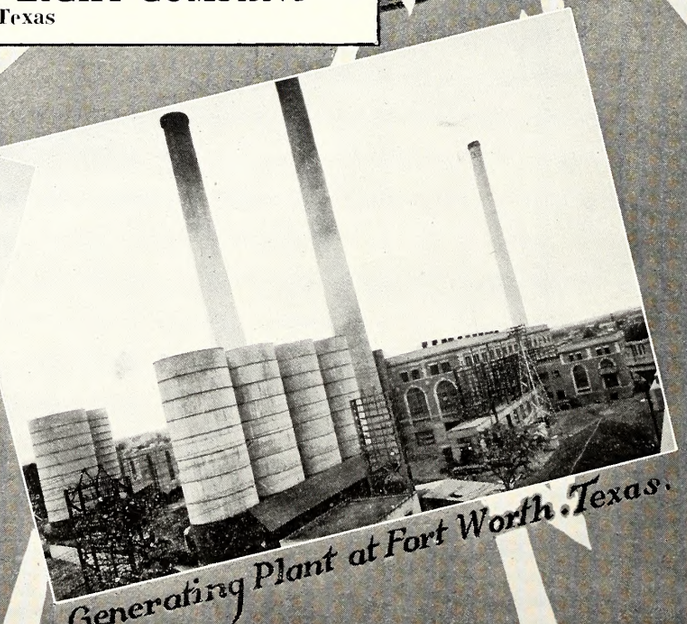
John W. Carpenter, Vice-President and General Manager

TEXAS POWER AND LIGHT COMPANY

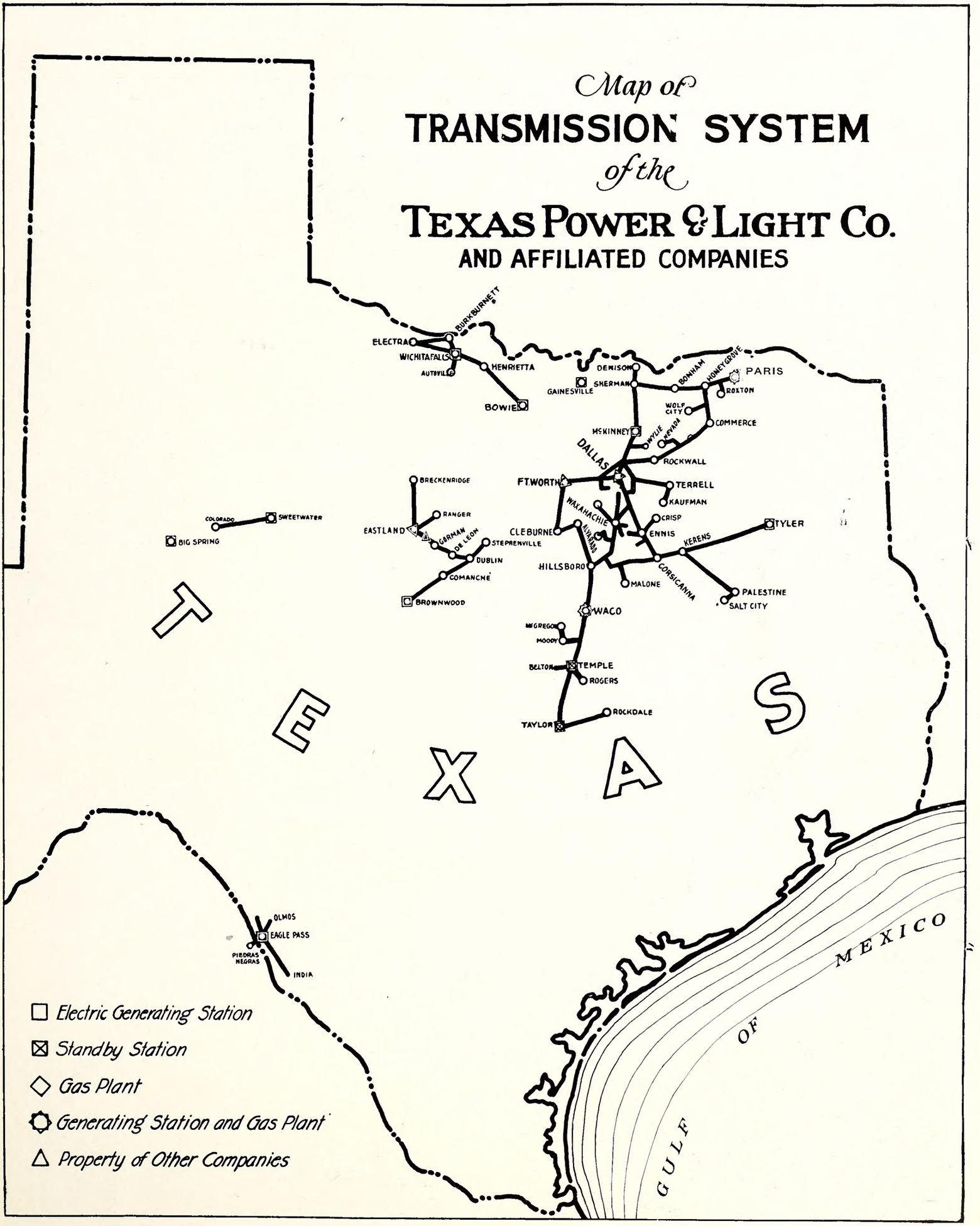
Dallas, Texas



Generating Plant at Wichita Falls Tex.



Generating Plant at Fort Worth, Texas.


Map of
TRANSMISSION SYSTEM
of the
TEXAS POWER & LIGHT CO.
AND AFFILIATED COMPANIES
BURKBURNETT
ELECTRA
WICHITA FALLS
AUTOVILLE
HENRIETTA
BOWIE
DENISON
SHERMAN
GAINESVILLE
BONHAM
HONEY GROVE
PARIS
ROXTON
WOLF CITY
COMMERCE
McKINNEY
WYLIE
KEMP
DALLAS
ROCKWALL
FT. WORTH
TERRELL
KAUFMAN
WAXAHACHIE
CRISP
ENNIS
TYLER
KERENS
CORSICANNA
PALESTINE
SALT CITY
CLEBURNE
ALVARADO
HILLSBORO
MALONE
WACO
McGREGOR
MOODY
BELTON
TEMPLE
ROGERS
ROCKDALE
TAYLOR
BRECKENRIDGE
RANGER
EASTLAND
GARMAN
DE LEON
STEPHENVILLE
DUBLIN
COMANCHE
BROWNWOOD
COLORADO
SWEETWATER
BIG SPRING
OLMOS
EAGLE PASS
PIEDRAS NEGRAS
INDIA
TEXAS
GULF OF MEXICO
Electric Generating Station
Standby Station
Gas Plant
Generating Station and Gas Plant
Property of Other Companies

Dallas Cotton Mills



OPERATIVES OF DALLAS COTTON MILLS, DALLAS, TEXAS

Dallas Cotton Mills were founded in 1891 at Dallas, Texas. Located in the heart of the cotton belt of Texas, with splendid shipping facilities, this magnificent plant has a capital stock of $750,000, an equipment of 16,228 spindles and 344 looms.

The executives of the mills are: J. T. Howard, president; E. C. Callahan, vice-president; W. Hogg, secretary and treasurer; W. S. Morton, superintendent. Under the management of these splendid financiers the mills have been most prosperous. The executives are men of fine judgment and recognized ability, untiring in their efforts to promote the business, and, at the same time, equally as interested in the welfare of their operatives.

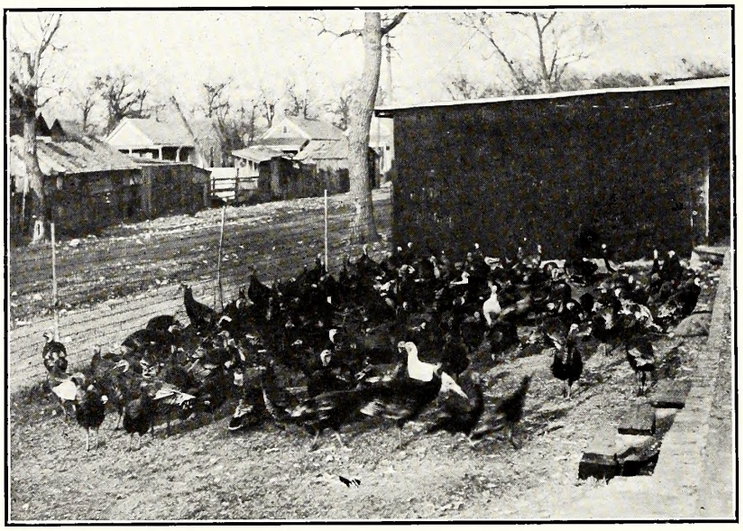
The mill buildings are of modern mill construction, consisting of one main building and two warehouses. The working conditions have been given especial attention and no labor nor expense has been spared in making them both pleasant and healthful. The management has a policy of renewing and replacing the machinery in order to keep it modern and up-to-date. Everything is most sanitary about the mills, inside and out, and the entire plant is kept in spotless condition.

Two hundred and fifty operatives find employment in the Dallas Cotton Mills. They are people of intelligence, sober and industrious, who show by their bright eyes, good coloring and quick movements that they are strong and well.

Just across the street from the mills is Trinity Play Park and the mill children take a great delight in the use of the many play devices to be found there, as well as in the pretty wading pool in the park.

The management of the Dallas Mills does not furnish homes for their employees. They live in the vicinity of the mills in modern city houses, fully 60 per cent of the operatives own their homes and take great pride in keeping them neat and attractive.

The Dallas Mills have built a commodious Community House for the use of their people; they have a fine kindergarten for the little ones; a milk station and baby clinic is a blessing; many babies have grown healthy and strong because of the attention given them at this clinic. A trained nurse and physician are always to be found at the clinic. A number of societies and clubs have been organized in the mill village. Two of the most active are the Girls' Canning Club which has done some very fine work in canning of vegetables and fruits, and a Boy Scout Troop, an organization unexcelled for its splendid work among boys in teaching them manliness and courage, and making better citizens of them.

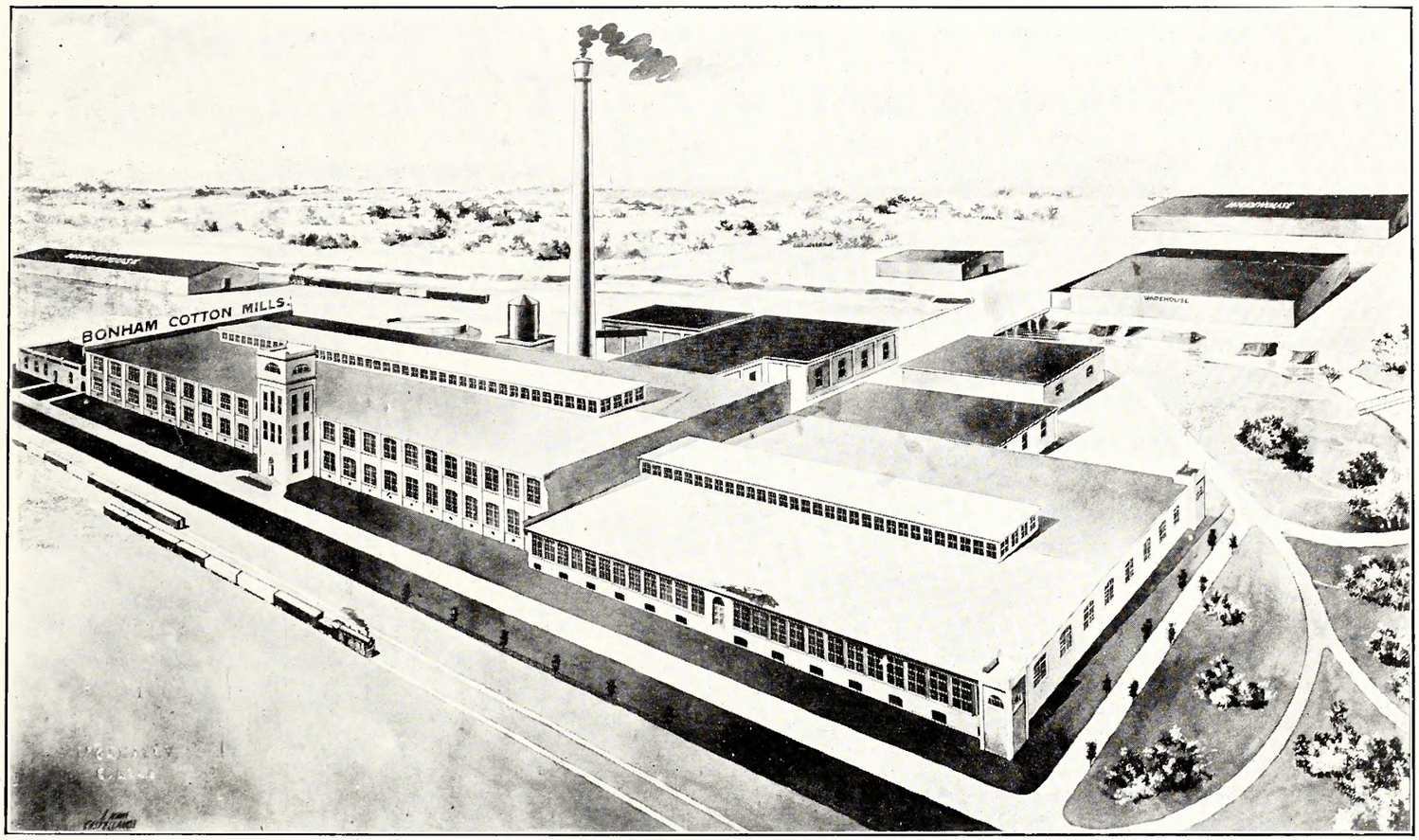


TURKEYS FOR PRESENTATION TO DALLAS EMPLOYEES



KINDERGARTEN GROUP, DALLAS COTTON MILLS

Bonham Division, (Consolidated Textile Corp.)



BONHAM DIVISION, CONSOLIDATED TEXTILE CORPORATION, BONHAM, TEXAS

The Bonham Division of the Consolidated Textile Corporation is located at Bonham, Texas, and was founded in 1900 by the Bonham Cotton Mills.

The officers of this company are: Andrew G. Pierce, Jr., New Bedford, Mass., president; Allen F. Johnson, Lynchburg, Va., general manager; J. C. Saunders, division manager; C. S. Tatum, superintendent.

The Consolidated Textile Corporation has every confidence in the executives in charge of their textile plants and these managers are given full sway in regard to their own particular mills. Mr. J. C. Saunders, at the Bonham plant, is a gentleman of progressive ideas as well as keen foresight and fine executive ability. It is largely due to his energy and his humanitarian spirit that the mills are in such a prosperous condition. He is always on the job, knows his operatives personally and lets them know that he is interested in them and their welfare. Mr. Saunders is strongly supported in all his undertakings by Mr. C. S. Tatum, superintendent, and always has his hearty co-operation.

The mills are of brick, modern mill construction. The equipment consists of 16,000 spindles and 433 looms which are driven by electricity. Owing to a policy of the management there has been a renewal and replacement in the plant which has kept it always modern and abreast of the times. The most approved systems for humidifying, lighting and heating have been installed. The buildings are kept immaculately white and clean. The sanitary idea is becoming a more than ever important factor in national production. Along with the development of ways and means to increase production among factories and instill a proper sense of loyalty and duty among employees manufacturers realize the importance of bringing their plants into actual contact with ideal surroundings. Mr. Saunders is a firm believer in overcoming labor troubles by making working conditions just as healthful and pleasant as possible for his help. He appreciates the fact that the satisfied worker is the most efficient employee.

The products of the Bonham Mills is unbleached sheetings. Two hundred operatives are employed. As an evidence of the splendid working and living conditions to be found at these mills, it is noted that several employees have been with the company from the beginning of the operation of the plant in 1901, and many have been with them for ten years and longer.

As a whole these people are a fine class of help, intelligent, sober and industrious. They are law-abiding citizens who are loyal to the mills. One of the greatest problems that the cotton mills have to contend with is the lack of thrift among their employees. Competent skilled workers know that they are always in demand and may secure work in any mill. The cotton mill operative makes good wages, and, as a rule, live well, dress well, enjoy a number of luxuries, including pianos, victrolas and automobiles, all of which they deserve to have. The management loses no opportunity of impressing their help with the importance of a savings account and 25 per cent of them are saving; another 10 per cent or 15 per cent own some kind of property; a large number, more than half, carry insurance. Twenty employees have bought and paid for homes of their own in the town.

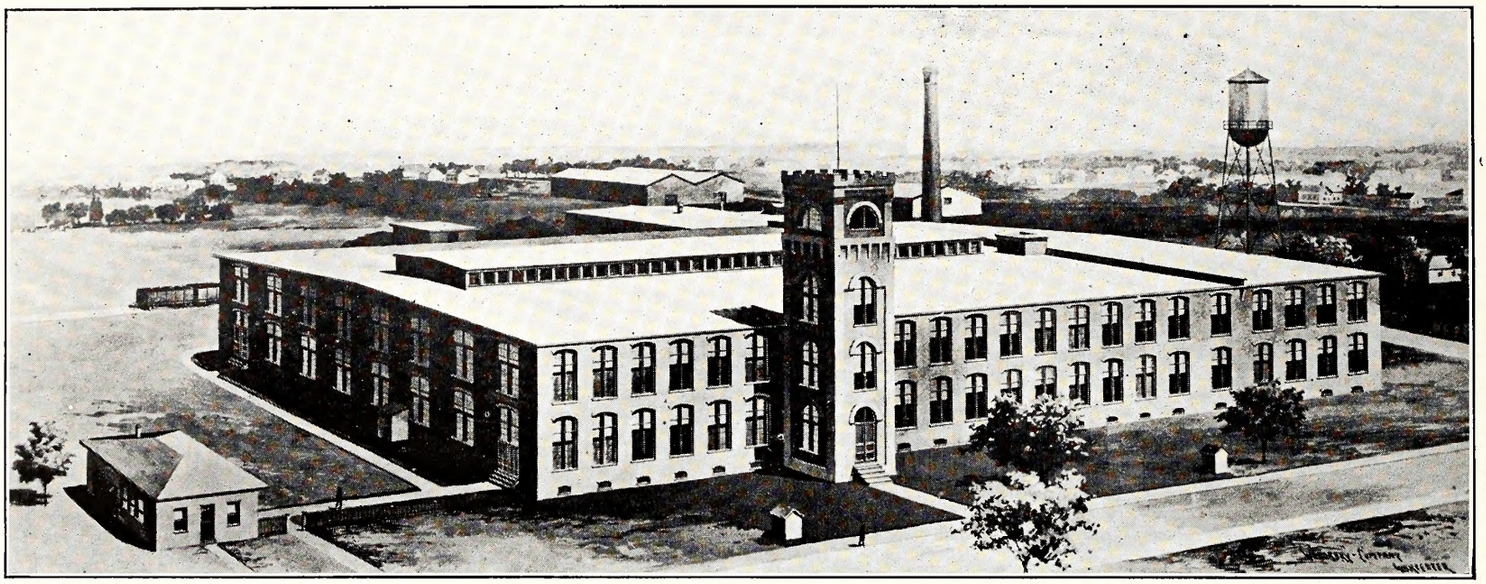
The management has built sixty-four cottages of three, four and five rooms each on full size lots, having garden lots in connection, as well as a place for flowers and grass in front. The houses have all city conveniences such as lights, waterworks, sewerage, baths and screens. They are attractive in appearance and kept in excellent repair.

The mill village is quite pretty with its neatly kept streets, shade trees along the sidewalks, bright flowers, shrubbery and vines about the neat cottages. Evergreens provide an all-the-year-round beauty that no other plant or tree can impart. The vacant nooks and corners about the mills have been made pleasing with their evergreens, as well as flowers and lawns.

Since the mills and the village, with its population of 500 inhabitants, is located within the city limits of Bonham, there has been no necessity for the company to build schools. The children have the privileges of the Ward school in the village, the City High School is also available. Mr. Saunders believes that every child should have the opportunity of a good education. He urges the parents to send their children regularly. He has established a free kindergarten in the village for the benefit of the little tots, appreciating the wonderful opportunities offered in training the little children in their very babyhood in those things that will make them better citizens when they grow older, such as obedience, respect for the rights of others, respect for property, good manners, simple laws of hygiene, etc. Besides this the management maintains a vocational night school in connection with the extension work of the A. & M. College. This school is another great factor in the development and betterment of the cotton mill people. The management generously encourages those who are ambitious to take up any branch or work or study that is preferred to textile work. In the textile work they encourage and help those operatives to do better work and rise above the common level of the mill employees. It is from this group of operatives that the management draws its heads of departments, overseers, shipping clerks and other employees. This policy of filling positions of importance and trust with deserving employees has won the admiration and respect of the workers for the management. The employees are anxious to do the most efficient work because they know that there is prospect of advancement for them.

There is a very friendly spirit of good fellowship existing in the community, employer and employee realizing that they have a mutual interest and work together for the good of each other.

Gonzales Cotton Mills



GONZALES COTTON MILLS, GONZALES, TEXAS

The Gonzales Cotton Mill Company was founded in 1901 at Gonzales, Texas. The capital stoek is $200,000. The offieers are: J. C. Saunders, of Bonham, Tex., president; Walter Reiffert, vice-president; Joseph Sheridan, Cuero, Texas, seeretary and treasurer; J. R. Compton, superintendent; J. B. Saunders, manager.

The executives of the Gonzales Cotton Mill Company are all men of fine executive ability and long experience in the textile business. These gentlemen are both progressive and wide awake. They have caught a vision of what development of their own individual industry means; they appreciate that the South is hastening forward to the time when it will consume in its own mills the bulk of its entire cotton produet, even if the time does not come when the South will be an importer of cotton. There is no question but the South is destined to become the textile eenter of the world.

Only recently has there been much development in the textile industry in the great State of Texas, but now that the people are awakening to the vast possibilities along that line it would be hard to predict the rapid strides that will be made in the future. Texas has advantages that are not yet quite appreciated by the public but which will be realized more and more as the days go by and her industries develop. The exeeutives of the Gonzales Cotton Mills are humane, thoughtful and deeply interested in developing and making their mills prosperous from a financial point of view and also in developing their operatives, making living and working conditions the very best possible for them, and raising them to a higher plane of citizenship. They appreciate their help and realize that they are neither abnormal nor subnormal, but just plain ordinary people who have been unfairly environed as a "elass." The management is wise, they know that these people have pride, honor and aspirations, and many fine qualities, they also know that the most profitable work is that of the most healthful and best educated employees.

The Gonzales Cotton Mills are very beautifully loeated just aeross the street from the State Park. They are two stories, of buff briek, modern mill construction. Due consideration has been given to the smallest details that make for the very best working conditions in the mills. The type of humidifiers, systems for heating, lighting and ventilating are of the most approved designs. The interior is perfectly sanitary and spotless with its snowy white walls and clean floors. Sewerage and sanitary drinking fountains add to the comfort and convenience of the operatives, as well as to the healthfulness of the plant. The management takes great pride in their plant and Mr. Saunders, the manager, has the assistanee and hearty co-operation of all the exeeutives in keeping things up-to-date by a consistent policy or renewal and replaeement in both the mills and the equipment. The equipment consists of 6,800 spindles, and 210 narrow looms which are operated by steam. The products of the mills

About one hundred and fifty operare flat duck, osnaburgs and drills.
atives are employed in the Gonzales Cotton Mills. These people are, for the most part, pure blooded Anglo-Saxons, speaking the English tongue. Many of them have been with the mills since they first started operation and are very loyal to the management. They are, as a rule, sober, industrious and thrifty, in many instanees having niee savings aceounts. Generally these people have been attracted to the mills by the good wages, good working and living conditions, and more espeeially by the edueational advantages offered their families.

While the Gonzales Cotton Mills are located inside the city limits of the town they have built their own attraetive little village for the comfort and convenienee of their help. This village has a population of approximately two hundred inhabitants. They are forty neat, comfortable houses built by the management with all modern eonvenienees, and several operatives own their homes. The village is well located near the mills, streets and sidewalks are kept in good shape. Trees have been planted and each family is eneouraged to grow its own fresh vegetables, as well as to beautify the grounds surrounding their cottages with bright flowers and growing plants.

It has been unnecessary for the management to establish a school for the ehildren of the village as they are entitled to attend the exeellent graded sehools of the town. However, the management does urge upon the parents the necessity of giving their ehildren the opportunity of a good education. They also have established a night school for their employees, vocational work for men is taught in this sehool among other things. The management is quite ambitious for their employees and always stand ready to aid them in any way possible, whether it be in advancement in the mills or in some other line of business. It is from those operatives who are anxious to rise above the eommon rank and file of the mill that the heads of departments, shipping elerks, office men and sometimes stenographers are drawn.

The mill families are not segregated by any means. The management believes it is mueh better for them to mix and mingle with other eitizens of the town and broaden their viewpoint by such association. Mill people are, as a rule, of a devout turn of mind and delight in taking active part in religious affairs. They are a simple-minded people who believe firmly in the Bible, try to live by its precepts and teach their ehildren to follow them. The operatives of the Gonzales Cotton Mills feel no embarrassment in attending the churches of the town and in taking part in the services.

Sinee they are citizens of the town, they take more than a passing interest in civic affairs, and it is surprising to note how wide awake they are upon current events and general topics of the day, both local and foreign. Many families take daily papers, read current magazines, and in other words, have much the same interests in life as the ordinary citizen of the laboring class. They also live well, dress well and are strong and healthy looking. There is nothing undernourished or anaemic looking about them. The health of the community is unusually good.

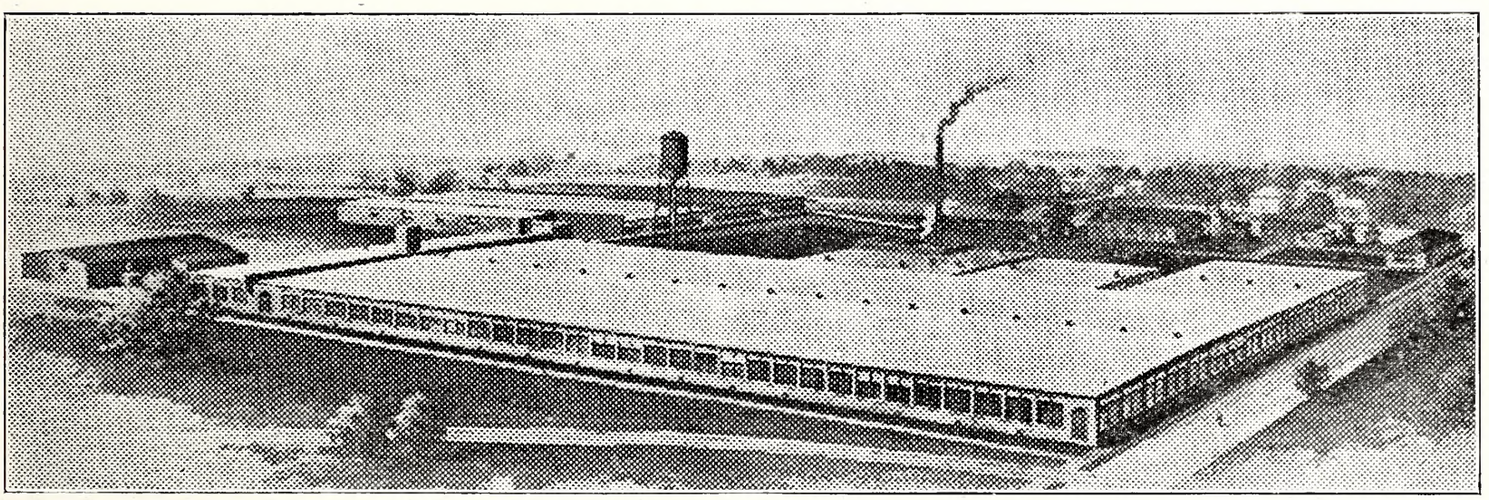
Athletics are eneouraged among the operatives. Baseball is the most popular sport. There is plenty of room aeross the street in the beautiful State Park for the children to play in the fresh air and for older persons as well.

Among the operatives a number of elubs and organizations have been formed for the pleasure and development of the members. There is a mutual fund for the benefit of the sick among the families. The company carries group insurance up to $1,000 for eaeh employee. This has been found to be most beneficial.

There is a very helpful spirit existing among the employees toward each other. A high moral standard is mantained in the mills and mill village. Nothing slaek or suspicious is tolerated. Strangers coming into the mill to work will always meet with a cheerful welcome and reeeive any assistanee they may need from the operatives just so long as they are honest and honorable, otherwise things are made so cool for them that they are glad to seek a warmer clime.

There is no such thing as strikes and labor troubles at the Gonzales Cotton Mills, the people are happy and satisfied and interested in their work.

Guadalupe Valley Cotton Mills



GUADALUPE VALLEY COTTON MILLS, CUERO, TEXAS

Guadalupe Valley Cotton Mills were founded by the Cuero Manufacturing Company in 1901 at Cuero, Texas. The present executives of the mills are: J. C. Saunders, of Bonham, Texas, president; Walter Reiffert, vice-president; Joseph Sheridan, secretary and treasurer; O. M. Peters, superintendent; R. B. McMahon, local manager.

The mills are capitalized at $270,000. The buildings are of modern mill construction. The equipment consists of 8,300 spindles and 208 looms. The products of the mills are single and double filling duck and osnaburgs. The entire plant is kept in fine physical condition, the buildings and equipment are renewed and placed from time to time as often as necessary, thus keeping them modern and up-to-date. Due consideration has been given to making working conditions and the environments of the mills both healthful and attractive. The best systems for heating, lighting with a soft, even, white, indirect light that will in no way injure the eyes of the operatives; humidifying and ventilating have been installed. Sanitary drinking fountains throughout the mills, water and sewerage also add materially to the comfort and convenience of the help. The machinery is of a type designed to give the greatest efficiency with the least effort on the part of the operative. The interior is spotlessly clean.

The outside is equally as attractive in its surroundings. Cool green lawns, shade trees, clumps of bright blooming flowers adding a note of color, are among the most notable features.

Naturally working under such conditions the operatives are bound to imbibe a certain amount of personal pride. With plenty of soap and water and towels where they may clean themselves up a little before leaving the mills they take more interest in their personal appearance. And, because the grounds surrounding the mills are kept so neat and clean and made attractive with flowers and shrubbery, the mill families take a great amount of civic pride in their homes and premises. These efforts are encouraged by the management by giving prizes for the best kept yards and finest flowers and vegetables.

Attractive surroundings and pleasant living conditions were among the management's first aims Accordingly the village was situated where excellent drainage would be conducive to good health. The cottages were built along improved and up-to-date lines; all neatly painted and made comfortable and convenient with such modern conveniences as sewerage, water, baths and lights. There are only one hundred and sixty operatives in the Guadalupe Valley Cotton Mills and the village is naturally a small one. The management has only built twenty-three houses, some of the operatives have their own homes and others prefer living outside of the mill village.

Both mill plant and mill village are within the city limits of the town of Cuero, therefore it has not been necessary for the company to erect special school houses for the children of the mill families; they are entitled to attend the excellent graded schools and High School of the town. The management does urge the parents to send their children to school regularly, impressing upon them the great importance of a good education. The children from the mill families are bright, intelligent youngsters and are just as apt to lead in their classes as those from the homes of other citizens of the town. Frequently they finish High School and enter other lines of business, or return to the mills to work beside their parents; having better education than their parents, they are enabled to make more rapid strides in the work and often rise to places of responsibility and trust in the mills, and it is not unusual in the cotton mill business to find superintendents and executives that have risen from the ranks of the mills. The management is very proud of such operatives and is anxious to help them in any way possible. Cotton mills have only been stepping stones in the lives of a large number of people. They only needed a chance to show the mettle in them, and they have become some of the best citizens of the country.

Cotton mill operatives make good money and spend it freely. Skillful operatives know that they need never be out of work very long at a time because if they quit one mill they will have no trouble in getting employment at the next. This has made them to a large extent free spenders and very independent. However, there is a tendency more and more these days among mill operatives to remain in one place instead of roving from mill to mill. They appreciate the humane manner in which they are treated, and, being more enlightened and better educated, they are better able to understand situations that arise and are being taken more into the confidence of their employers; these things have resulted in a better understanding between operatives and employers and a loyal feeling of respect and friendliness that promote the mutual interest of both parties.

The management as a rule is really and truly intensely interested in their operatives and families of operatives; they want to help them in every way possible to develop and become better citizens. The mill operatives are not, as they used to be so frequently pictured, a starved, incapable lot of people; they are intelligent and apt and it is surprising how much interest these people manifest in current events and questions of the day, whether local or foreign; and how well informed they are. The management of the Guadalupe Valley Cotton Mills encourage their people in every way they can to save their money and invest it in a home or some other way that will do them some good.

Church work plays an important part in the social and daily life of the mill people. They are always glad to listen to anything that tends toward their spiritual and intellectual advancement. Morally, they, as a community, are fit to be the equal of practically any industrial group of workers and it is not stretching a point too far to say that there are people in the so-called "higher class," inhabitants of the upper strata of society, who could take a lesson in moral culture from these plain, everyday mill operatives.

Mr. McMahon, local manager, is a mill man of much experience and a wealth of understanding; he takes a keen pleasure in promoting any enterprise which, in his estimation, will be of value to his employees. He has found that if an operative is made contented and happy there is little worry about that family leaving. Mr. McMahon not only has the hearty endorsement of the executives "higher up" in all his movements, but, through his pleasing personality and kindly efforts he has won the loyalty and respect of his operatives. While no definite plan of welfare work is carried on in the village among the mill families they are all well aware of the personal interest of the management in their affairs and they feel no hesitancy in going to the office with any problem or trouble that may arise in their lives, for they are perfectly sure of a sympathetic hearing and kindly advice and assistance when necessary.

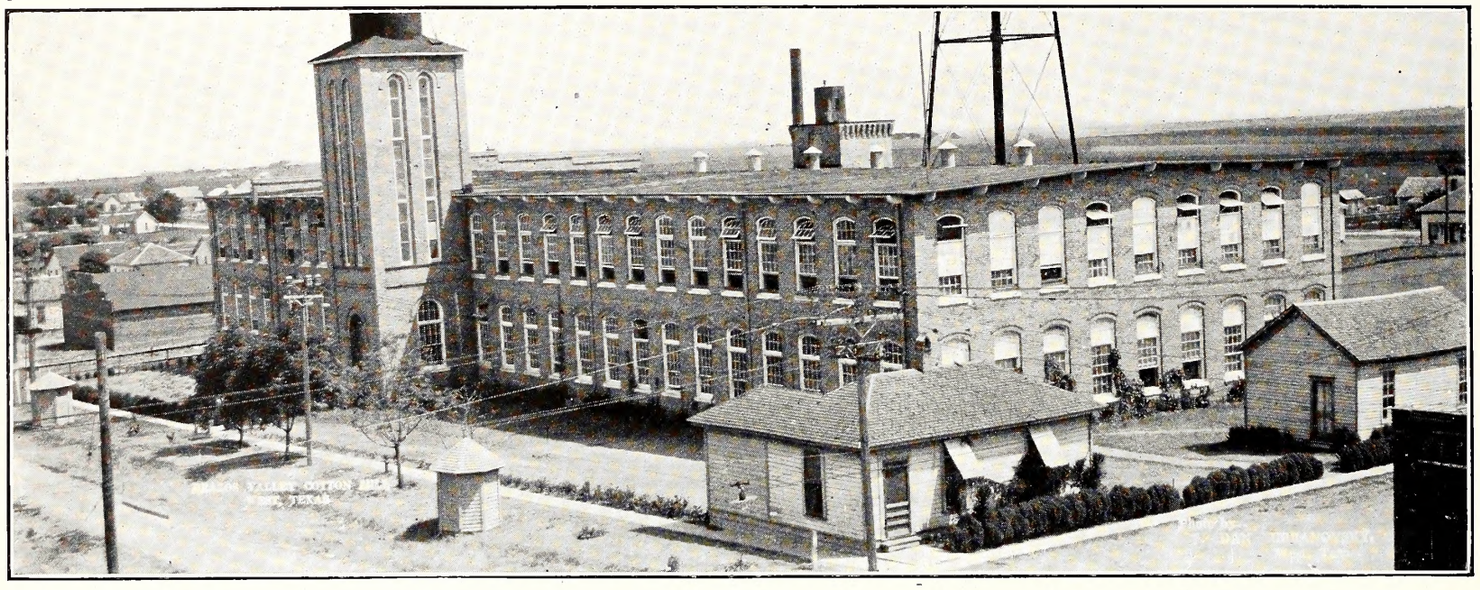
The mill families have a very kindly feeling toward each other; they always extend a friendly welcome to the stranger who comes into their midst, and, so long as the newcomer proves himself worthy he is shown a cordial helpfulness, but, should a family of ne'er do wells happen to get into the community they find such a chilly atmosphere that they are not inclined to tarry long.

Most of the mill operatives have bettered their condition financially and socially by coming into the mills; they appreciate what is being done for them, and the opportunities offered their children, and seldom leave.

It is no wonder that where there is such hearty co-operation and good fellowship existing between the management and the help that the mills are in a prosperous, growing condition.

Sports are enjoyed by the workers at these mills. Baseball is most popular and the splendid team has a most enthusiastic backing. Other sports such as basketball and such games are also popular and have a large following.

Brazos Valley Cotton Mills



BRAZOS VALLEY COTTON MILLS, WEST, TEXAS

The Brazos Valley Cotton Mills are located at West, Texas. The mills have a capital stock of $200,000 and are under the management of very progressive business men, who are making a splendid success of their mills financially and, at the same time, they keep in mind the welfare of their operatives and appreciate that in order to have healthy, happy employees living and working conditions at the mills must be made both comfortable and pleasant. They also realize that it is the contented, healthy operatives who are most proficient and give the best work in the mills.

The Brazos Valley Cotton Mills were founded in 1900, but because of a consistent policy of renewal and replacement on the part of the management they have been kept up-to-date in every way. The main building is two story, modern mill construction, the weave room and warehouses are one story, all built of brick. The equipment consists of 6,200 spindles and 246 looms. This machinery is driven by hydro-electric power. The products of the mills are single filling duck and osnaburgs.

Approximately 200 operatives are employed. Their intelligent, interested faces, good coloring and quick movements give every evidence of the excellent conditions under which they work. They are a good class of people, sober and industrious, very loyal to the mills.

The management has built a pretty village for their help which has a population of about 1,200 people. There are nicely kept streets and sidewalks, shade trees planted, and a great deal done to make the place attractive. Electricity is used in the homes as well as for lighting the village. Something like fifty or more homes have been built for the mill people. These houses vary in size from three to eight rooms; good frame buildings equipped with all city conveniences such as lights, water and sewerage. Each cottage has its own plot of ground for flowers, grass and a good garden. Much civic pride is manifested in many instances among the mill people and their premises, as well as homes are kept neat, clean and sanitary.

The management has not had to build schools for the children of the village because of the fact that the mills are located within the city limits and the children are entitled to an education in the excellent graded schools of the town. They do, however, maintain a night school in the village for the benefit of those who desire to enlighten themselves or take any special course. They encourage textile studies among their operatives because they are ambitious for their help and are glad to promote them to higher positions of trust and responsibility in the mills as fast as they are capable of holding such places. In almost every instance the heads of departments, shipping clerks and some of the office force have come up from the rank and file of the mills. The management encourages their young people who want higher education, or who want to go into other lines of business. Many fine young men and women have gone out from these homes in the mill village into other walks of life where they are respected for their intellect and integrity.

The management has built and maintains one nice church for the use of the various denominations represented in the village. There is a fine Union Sunday school.

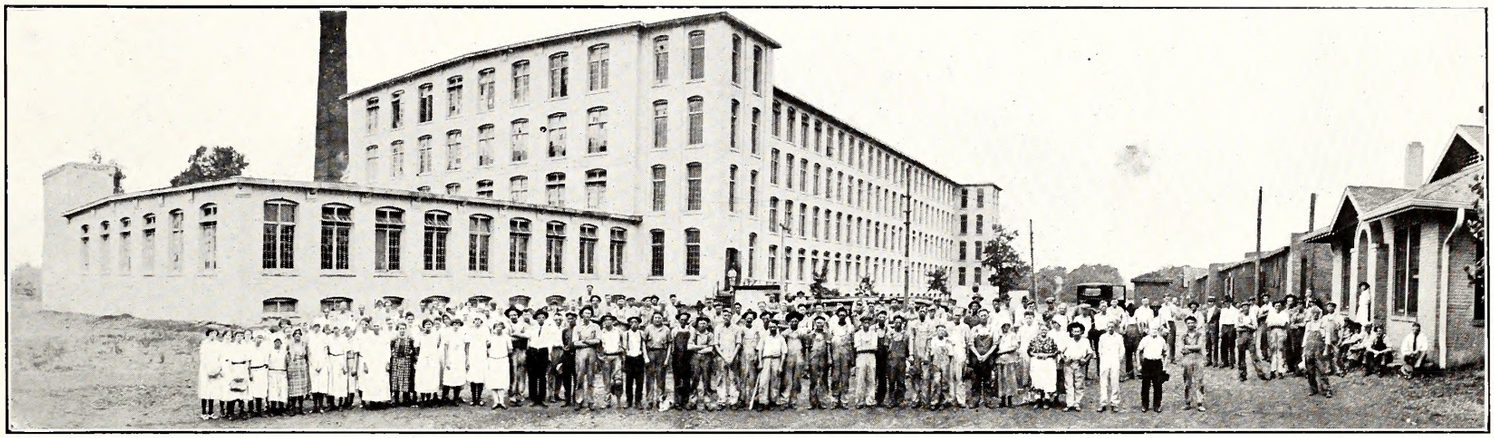
Well equipped playgrounds are a source of amusement and health-giving exercises to the children of the community. There is a park for the older people. Various kinds of sports are encouraged and all kinds of outdoor exercises. A band composed of mill operatives, equipped and maintained by the management, is a source of much pleasure and pride in the village.

The executives of the Brazos Valley Cotton Mills are: T. A. Ferris, president; O. E. Dunlap, vice-president; W. L. Steele, secretary and manager; J. G. Mixon, treasurer; G. C. Dilling, superintendent. They are men of fine business ability who thoroughly understand the textile business. Mr. W. L. Steele is untiring in his efforts for the good of his people as well as for the prosperity of the mills.



PLAYGROUNDS AT BRAZOS VALLEY COTTON MILLS

Dennison Cotton Mills



DENNISON COTTON MILLS, DENNISON, TEXAS

The Dennison Cotton Mills were founded in 1905 by W. B. Munson. The mills are located at Dennison, Texas.

The officers of the company are: W. B. Munson, president; E. Munson, vice-president; J. R. Handy, secretary; W. B. Munson, Jr., treasurer and manager; G. W. Maddox is superintendent. These gentlemen are progressive and abreast of the times and because of their splendid executive ability and untiring energy their mills are most prosperous.

The capital stock is $350,000. The mill building is 100x300 feet, four stories, brick, slow burning mill construction. The equipment consisst of 16,000 spindles and 380 looms which are driven by steam. The products of the mills are single and double filling duck, drills and twills.

The management is humanitarian in ideas and has not overlooked the fact that the comfort and health of their operatives is of paramount importance from a financial standpoint as well as being most essential to the contentedness of their employees. Approximately 275 persons find employment in the Dennison Mills. Ten per cent of these operatives have been with the company since it was organized, a larger number have been in the mills for a long time.

The management has built a beautiful little mill village which has a population of about 1,000. Two hundred frame cottages of three and four rooms each have been built by the management for their people. These cottages are all neat and attractive in appearance and convenient and comfortable. The mills are located outside the city limits and is not equipped with sewerage and waterworks. However, there is an abundant supply of pure water convenient to each cottage, and sanitary septic tanks are used.

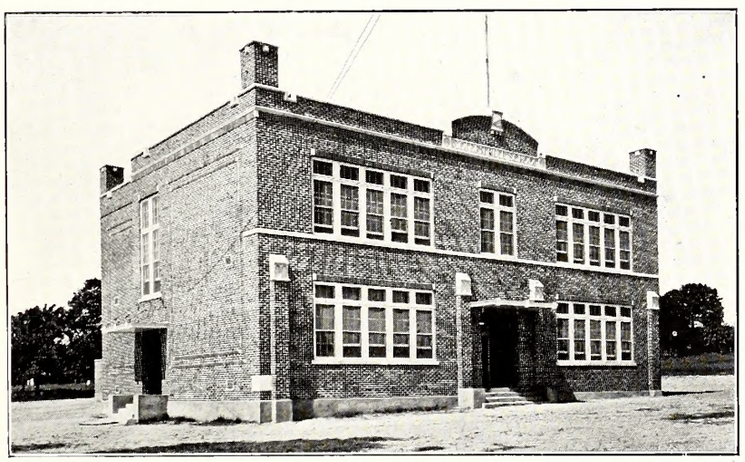
The accompanying pictures will give a better idea of the type of cottages in the village. These cottages rent for $6 per month. The beautiful grove of natural shade trees forms a pretty setting for the village. One of the cottages shown gives an impression of the occupant. Another privately owned home, which is shown, is that of an employee who has been with the company for eighteen years. He had nothing when he came to the mills.

Other cottages shown are those privately owned by operatives in the mills. In one instance the employee has been with the mills for about twelve years, coming into the community without any accumulation of wealth of any character. He has purchased this property, built this modest home and has it entirely paid for and free from debt. He has two lots, 100 feet front and 150 feet deep, and on one of his lots he has a young orchard and garden spot. He has saved his earnings; owns his homestead and adjoining vacant property free from debt. Twenty-five operatives own their homes.

The village people have their own clubs and organizations for their pleasure and amusement. The management always stands squarely behind any movement that is put on foot for the benefit and advancement of their help. There is a fine baseball team; an excellent brass band composed of mill operatives; a Boy Scout Troop; clubs for girls, women and men.

The management believes that every child should have the chance for a good education and in connection with this article there is shown a picture of their community school building which is called the Golden Rule School. They have an independent school district known as the Golden Rule School District. There was a bond issue with a special tax for the building of the Golden Rule School. The mills are by far the largest taxpayers. The company purchased the bonds from the school board. They are serial bonds running from one to twenty years. The school building is thoroughly modern in every respect.

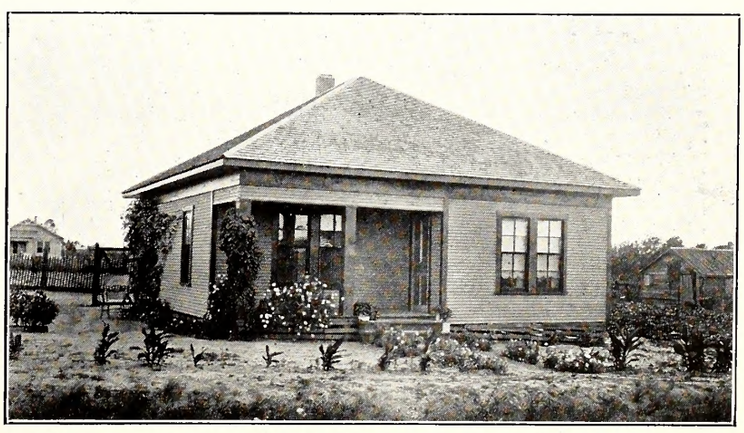
There are 200 pupils in regular attendance; seven teachers are employed, paid by school board operating under special tax.



PUBLIC SCHOOL AT DENNISON

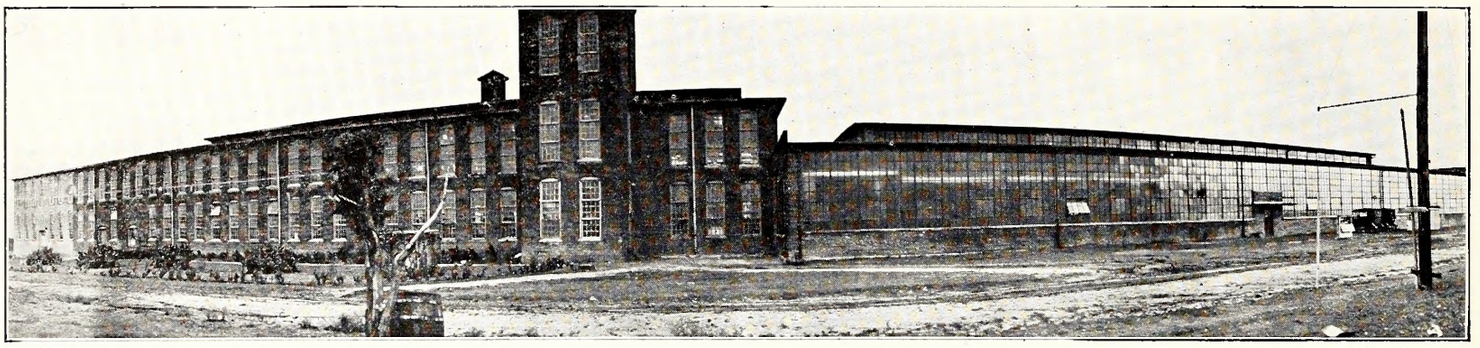


HOME OWNED BY EMPLOYEE OF DENNISON MILLS



COTTAGE AT DENNISON COTTON MILLS

Itasca Cotton Manufacturing Company



ITASCA COTTON MANUFACTURING COMPANY, ITASCA, TEXAS

The Itasca Cotton Manufacturing Company is located at Itasca, Texas, on the M., K. & T. Railway, and has been a very successful enterprise.

It is capitalized at $150,000 and has 100,000 spindles and 375 automatic looms.

They manufacture sheetings, drills, osnaburgs and duck and during the past year have made a very large amount of ratine goods such as are usual for ladies' dresses.

F. J. Files, an experienced and successful business man and manufacturer, is president and manager, while S. J. Files fills the position of secretary and assistant manager.

John R. Griffin is treasurer and F. H. Burdine looks after the manufacturing end of the business as superintendent.

Mills located in Texas have one great advantage, which is the splendid staple of their cotton which enables them to produce stronger and better goods than the mills of many other sections.

There being few mills in Texas and very high rates on cotton goods from New England and the Carolinas, it is logical that the Texas cotton mills should make some goods that can be sold in Texas and the Itasca Cotton Manufacturing Company enjoys a large business in their territory.

Their goods are well known for their excellent quality, which is due not only to the staple of the cotton used but by the care used in their manufacture.

The cottages furnished the operatives are conveniently arranged, lighted with electricity, have water and good sanitary arrangements, and are very neat and attractive, making comfortable homes. Each family has plenty of garden space. The management encourages the cultivation of flowers, fruits and vegetables, seeds and bulbs.

There are excellent educational advantages for the children of the mill village. A modernly equipped school, comfortable in every way, is built and maintained by the mills for the children.

There is an idea in some sections that good cotton mill labor cannot be obtained in Texas and that the operatives are sickly and inefficient.

An examination of the faces in the group of operatives shown on this page will disprove any such theory.

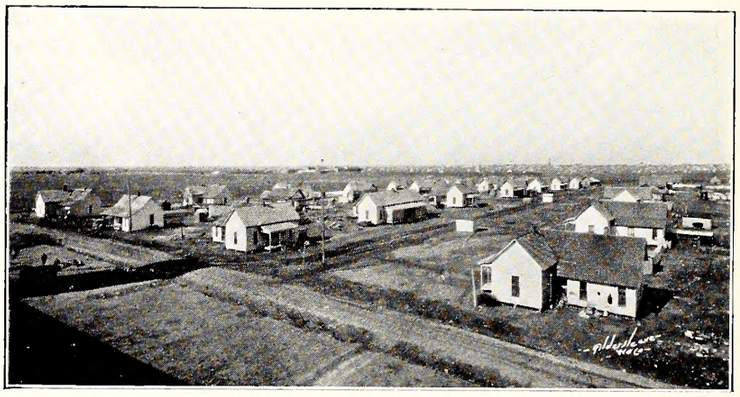
It shows strong, healthy men, women and young people with bright, healthy faces, in fact, we doubt if any other cotton manufacturing section can show a group of operatives with a more healthy appearance.

There is a friendly relationship existing between every department including the executive office. Wages are good, work is regular and the entire organization "runs better" so the management says, "than anywhere else."

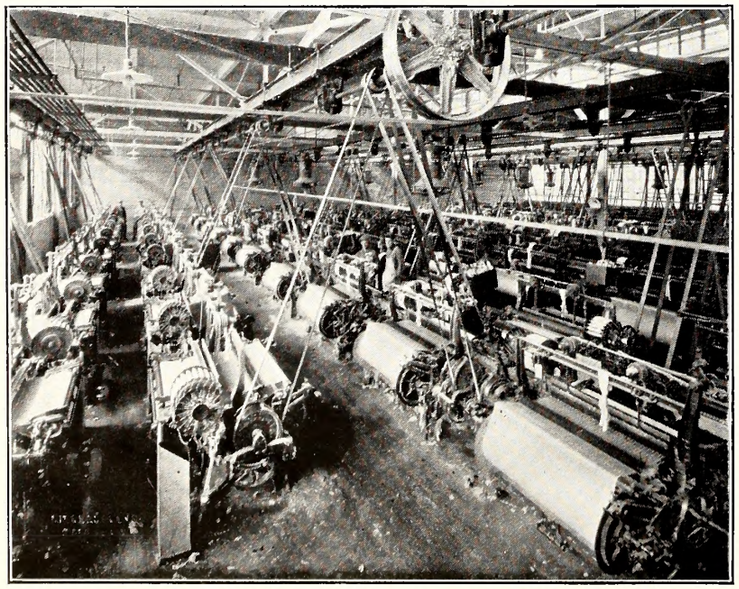
The employees in the Itasca Cotton Manufacturing Company are a high class of operatives, unusually moral and well behaved. Many of them have been with the mills since they were started These people are intelligent and progressive, and when such a spirit fills the atmosphere it is generally contagious. Many of them are active engaged in affairs of the church.

There has never been any labor trouble at these mills. Employer and employees live most harmoniously. A number of the operatives have been with the company as long as 25 years, they receive good wages, live in nice homes and take a very personal interest in the mills. A fine standard of morality is maintained in both the mills and village. The people are law abiding, home loving, first rate class of citizens.

The health of the community is excellent and general living conditions will compare very favorably with those at any mill in the country.



VIEW OF VILLAGE, ITASCA COTTON MANUFACTURING COMPANY



WEAVE ROOM, ITASCA COTTON MANUFACTURING COMPANY



SCHOOL CHILDREN OF THIRD GRADE AT ITASCA

Pleasant churches, modern in architecture and arrangement, furnish the religious atmosphere of the village. The mill people are a devout lot of citizens and religion plays a large part in their lives.

L. S. Watson Manufacturing Co.
Leicester, Mass.

Many of the leading firms associated with the textile industry have grown slowly and steadily from a small start to important positions within the industry. Such a growth marks the history of the L. S. Watson Manufacturing Company of Leicester, Mass., manufacturers of cotton and wool cards, stripper cards and heddles for all kinds of material. In 1842 Lory S. Watson began the manufacture of hand cards and in 1845 he had a total of eight card setting machines which were distributed around in different machine card factories in which he hired power. The business had increased to such proportions in 1861 that the present factory was built. During the year 1865 his son, Edwin L. Watson, was taken into partnership under the title of L. S. Watson Manufacturing Company. In 1873 the company began the manufacture of wire heddles for weaving cloth. Both the card and heddle business continued to grow and it became necessary to enlarge the factory several times. In 1891 the present active head of the organization, Mr. Walter C. Watson, became associated with the business. In 1901 the business was incorporated under the laws of Massachusetts. The products of the company, coarse cotton and wool cards and hand stripper cards, are used extensively throughout the United States and Canada, South America and the West Coast of Africa. Wire heddles for all kinds of material, from tire fabrics to silk, are turned out in large quantities. The officers of the company are: Walter C. Watson, president and treasurer; Clifton E. Watson, vice-president; Wilbur L. Watson, assistant treasurer.

J. H. Williams Co.
Milbury, Mass.

When cotton and woolen mills began to be established in the United States early in the Nineteenth Century, it was logical that enterprising men should manufacture the shuttles, heddles and heddle frames that the looms would require.

In order to fill those needs the J. H. Williams Company was established at Utica, N. Y., in 1830, and the quality of their goods having stood the test of several generations, they are in the same business today.

The J. H. Williams Company was incorporated in 1897 and the plant was moved to the little village of Millbury, near Worcester, Mass., in 1909.

From the early days when they produced a few shuttles by hand until their present large output, which is manufactured upon the latest labor saving machines, their name has stood for quality and as manager succeeded manager through the 93 years of their existence, each has passed on to the other the idea that quality was the first requirement in producing their goods.

It is safe to say that no manufacturer could have continued in business through all these years unless there was a steady demand for their product and such a continuous demand could only be based upon merit.

Their quality products, built for durability, have established a reputation, behind which the firm stands at all times, and Williams shuttles are used in mills throughout the country. The officers of the company are Walter C. Watson, president and treasurer; Clifton E. Watson, vice-president and manager, and Wilbur L. Watson, assistant treasurer.

CHARLOTTE SUPPLY CO.

CHARLOTTE, N. C.

General Mill Supplies

Cleveland High Speed Twist Drills

Sells Roller Bearings—American Steel Split Pulleys

American Steel Shaft Hangers

Shafting — Pipe — Valves

Fittings — Pipe Coverings — Steam Traps

Original Gandy Belting

Leather and Rubber Belts

Roofings — Shingles *(Composition)* **Wall Board**

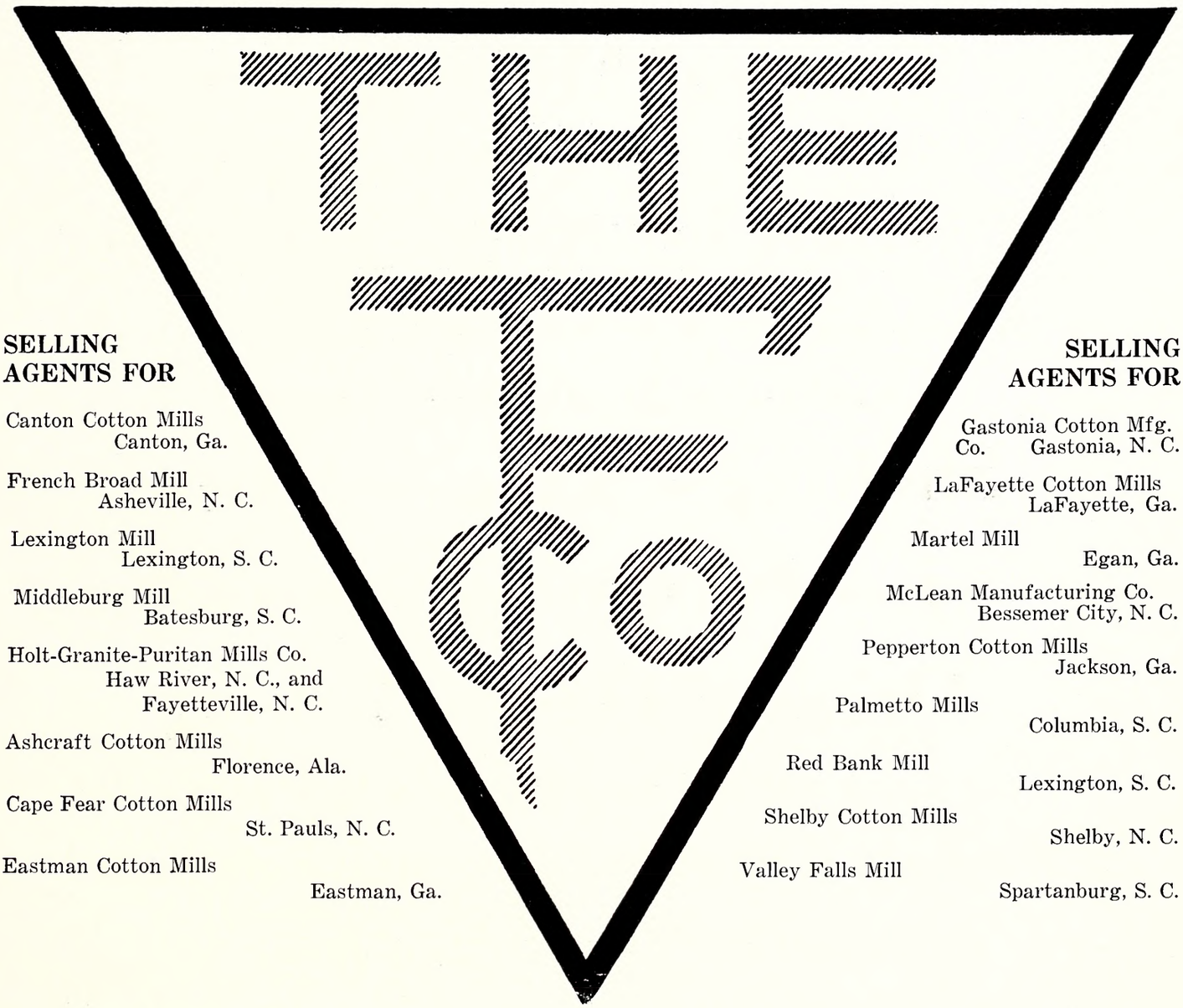
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Underground Steam Pipe Insulation

Estimates For Roofing Applied and Steam Pipe and Boiler Insulation Furnished and Work Promptly Executed.

"Inside The Triangle"



SELLING AGENTS FOR

Canton Cotton Mills
Canton, Ga.

French Broad Mill
Asheville, N. C.

Lexington Mill
Lexington, S. C.

Middleburg Mill
Batesburg, S. C.

Holt-Granite-Puritan Mills Co.
Haw River, N. C., and
Fayetteville, N. C.

Ashcraft Cotton Mills
Florence, Ala.

Cape Fear Cotton Mills
St. Pauls, N. C.

Eastman Cotton Mills
Eastman, Ga.

SELLING AGENTS FOR

Gastonia Cotton Mfg. Co.
Gastonia, N. C.

LaFayette Cotton Mills
LaFayette, Ga.

Martel Mill
Egan, Ga.

McLean Manufacturing Co.
Bessemer City, N. C.

Pepperton Cotton Mills
Jackson, Ga.

Palmetto Mills
Columbia, S. C.

Red Bank Mill
Lexington, S. C.

Shelby Cotton Mills
Shelby, N. C.

Valley Falls Mill
Spartanburg, S. C.

WE HAVE FOR YEARS GIVEN SATISFACTORY SERVICE TO THESE MILLS AND ARE IN POSITION TO GIVE THIS SAME SERVICE TO OTHER MILLS

THE FARISH COMPANY

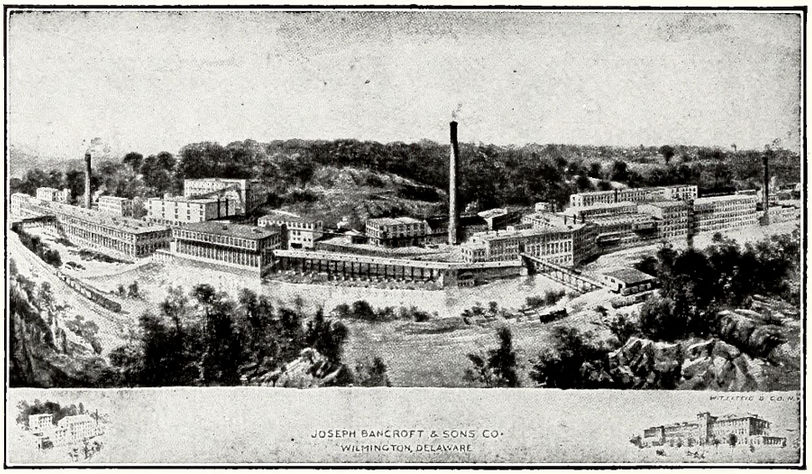
COMMISSION MERCHANTS

NEW YORK

Joseph Bancroft
1831

Joseph Bancroft & Sons
1865

Joseph Bancroft & Sons Co.
1889



JOHN BANCROFT
President

JOSEPH BANCROFT
Vice-President

JOHN MACADAM
Vice-President

R. O. COOKE
Treasurer

Joseph Bancroft & Sons Company

WILMINGTON, DEL.

Bleachers, Dyers, and Finishers

of

Cotton Piece Goods

Charlotte, North Carolina

The Industrial and Commercial Center of the New South

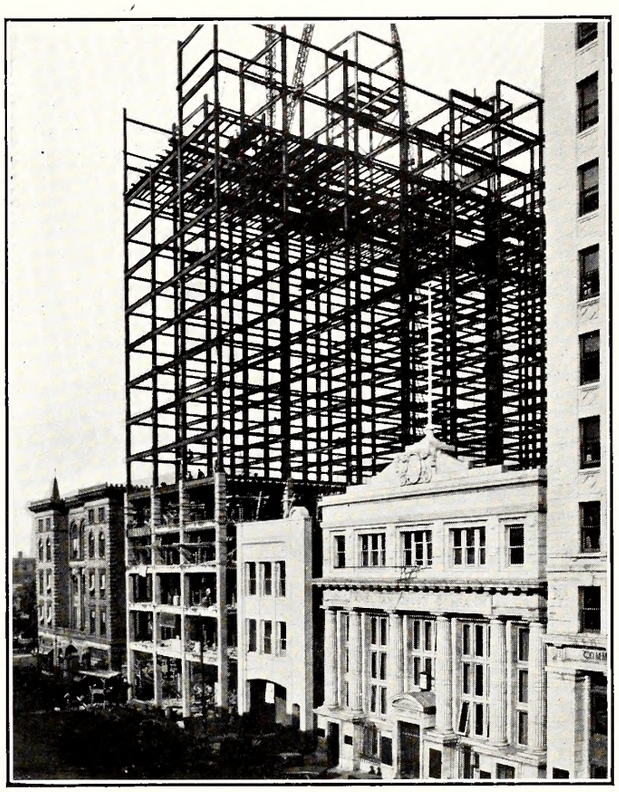


HOTEL CHARLOTTE
To Be Opened About January 1st

Because of its ideal location, splendid transportation facilities and other advantages **Charlotte** has come to be recognized as the center of the new **Industrial South.** Its importance as a commercial and distributing center is no less marked.

The section surrounding Charlotte has led the entire country in textile development during the past decade and a half, because of the availibility of cheap, convenient hydro-electric power. **Charlotte** is headquarters for, and the center of the development of, the Southern Power Company, from whose transmission lines power is derived to drive **5,250,000 spindles.**

Industrial development of the Piedmont South, however, has not bee nconfined to textiles. Cotton seed products, tobacco, minerals, furniture, lumber and other products are produced and distributed from this section.



JOHNSTON TEXTILE BUILDING
Now Under Construction

Charlotte and the adjacent territory is the logical location for the manufacture of commodities designed for export through the ports of Wilmington and Charleston.

This City and territory offers unbounded opportunities in manufacturing, agriculture and mining. Equal opportunities are offered to mercantile establishments, insurance companies, distributors and business interests of every kind.

The population of Charlotte's trading territory is denser than that of any similar territory in the Southeastern States. Within a radius of 75 miles there are 1,131,000 people. Within a radius of 100 miles there are 1,972,000 people. Within a radius of 150 miles there is a population of 4,240,148. **These figures are from the 1920 census.**

For Information Address

Charlotte Chamber of Commerce

HOUGHTON

PARAFFINE WAX AS A CONDITIONER

A wax is peculiar in the faet that it possesses little or no adhesive properties and when melted the oil thus produced seems to be void of almost all desirable properties.

Take paraffine wax as an example:

Paraffine waxes differ only as to their melting points. Those of the lower melting points contain the most paraffine oil in their pores and those of the higher melting points contain the least.

Paraffine oils are in themselves peculiar inasmuch as they will not scour readily, and tend to leave a yellow stain on all textiles to which they are applied. This stain is not of an oily nature, and fabrics which test free from all oil have been known to contain paraffine stains. The stain is a sort of a carbon pigment whieh is filtered from the oil by the capiliary force of the yarn.

Paraffine wax has a tendeney to eause brittleness, but supplies little or no strength to a fabric. Take leather as an illustration, a leather stuffed with tallow will have 200 per cent greater tensile strength than one stuffed with paraffine wax.

Paraffine wax has no softening properties, the softening properties of petroleum being coneentrated mostly in its petroleum products.

Take a paraffine candle, as an illustration, drop some of the melted wax on a highly polished surface, like unto glass or marble, and when it has solidified it may be entirely removed by a clip of the finger; but drop some HOUGHTON'S WARP CONDITIONER on the same surfaee and it will take a bit of hard rubbing before its presence may be entirely removed.

This is a simple demonstration of the difference in adhesive properties between these two products.

Of all the substances known, paraffine wax possesses the least affinity for water and in no way is it a solvent for size. It repels rather than attracts starehes of all kinds.

When it comes to kier boiling the eloth, paraffine wax is an unknown quantity. It may or it may not be removed and it may be removed in spots and not in other places.

Paraffine wax pure or compounded with other ingredients has been sold for softening purposes and tremendous pressure has been brought on us to sell such produets. But it is an impossibility to obtain the approval of the several censors of Houghton's new products for any article which is so self-evidently unfitted for the purpose.

There is nothing impossible about the manufacture of the proper Warp Conditioner, but of course it is a bit intricate. It necessitates the knowing how and the possession of the proper machinery with which to do it.

The great misfortune with which the cotton manufacturer has had to deal is that the horde of softeners which have been offered for conditioning, have been, for the most part, the result of rule of thumb experiences. Someone has found sueh products satisfaetory for some one condition, or knowing of nothing better has believed them to be satisfactory.

The application of wide experience covering every phase of the problem has been seldom applied in a scientific manner to the production of the cotton mill man's requirements.

In presenting HOUGHTON'S WARP CONDITIONER for the mill man's consideration, we submit that it is the result of the experience in manufacturing conditioning products for all of the industries over a period of over a half-a-century.

HOUGHTON'S WARP CONDITIONER owes its great popularity to the fact that it is dependable. Results obtained with it once may be repeated with a certainty.

Don't forget our Southern addresses.

E. F. HOUGHTON & COMPANY

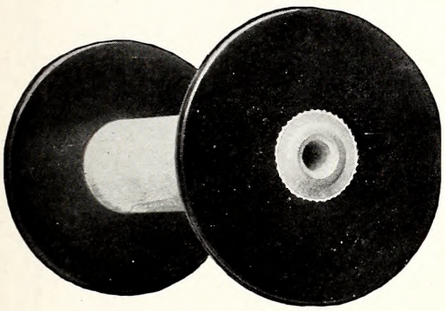
Works: Philadelphia—Chicago

ATLANTA, GA.	GREENSBORO, N .C.	GREENVILLE, S. C.	ST. LOUIS, MO.
8 Courtland St.	P. O. Box 81	511 Masonic Temple	418 N. 3rd St.
Phone: Walnut 2067	Phone 1990	Phone 2316	Phone: Olive 3559

Allentown, Pa., Baltimore, Md., Boston, Mass., Buffalo, N. Y., Cincinnati, O., Cleveland, O., Davenport, Ia., Denver, Col., Detroit, Mich., Harrisburg, Pa., Hartford, Conn., Indianapolis, Ind., Kalamazoo, Mich., Los Angeles, Cal., Milwaukee, Wis., Newland, Scotland, France, New Zealand, Australia, Norway, Spain, Belgium, Japan.

Oils and Leathers for the Textile Industry

The LESTERSHIRE EVERLASTING SPOOL



The Health and Happiness of Your Employees

Depends as much upon keeping them free from petty annoyances and discomforts while at work as upon the various activities of your Welfare Department.

Spooler room girls who must handle splintered and chipped wooden spools are constantly subject to the pain and irritation caused by splinters that come off of the spool heads and stick in their fingers.

Lestershire fibre head spools CANNOT CHIP or splinter. They allow your employees to keep their minds off of their fingers and on their work.

LESTERSHIRE FIBRE SPOOLS EVERLASTING

Why This Fibre Head Won't Break

1. It is made of pure rag fibre vulcanized under a process which makes it so hard that special tools must be constructed for its manufacture.

2. It is firmly attached to the barrel by means of a patented process which expands the well seasoned dogwood bushing.

Buy Spools That Last

If you're not getting twelve years' hard usage from your spools, investigate Lestershire Spools with the Fibre Heads that won't break.

Send us one of your spools and we will make up sample Lestershire spools for you to test on your own creel. We'll mail them to you entirely free of charge.

LESTERSHIRE SPOOL & MFG. CO.

Southern Office
32 South Church Street
Charlotte, N. C.

Factory
Johnson City, N. Y.

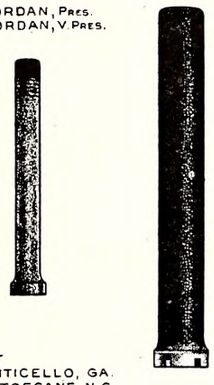
MILL SPOOLS OF EVERY DESCRIPTION

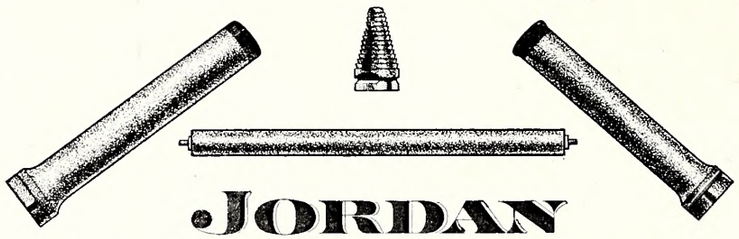
SATISFACTION UNCONDITIONALLY GUARANTEED

Southern Made Bobbins For Southern Mills

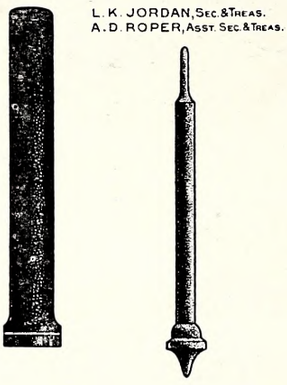
The name JORDAN—
the only guarantee
needed on a bobbin

C. H. JORDAN, PRES.
H. B. JORDAN, V. PRES.





L. K. JORDAN, SEC. & TREAS.
A. D. ROPER, ASST. SEC. & TREAS.



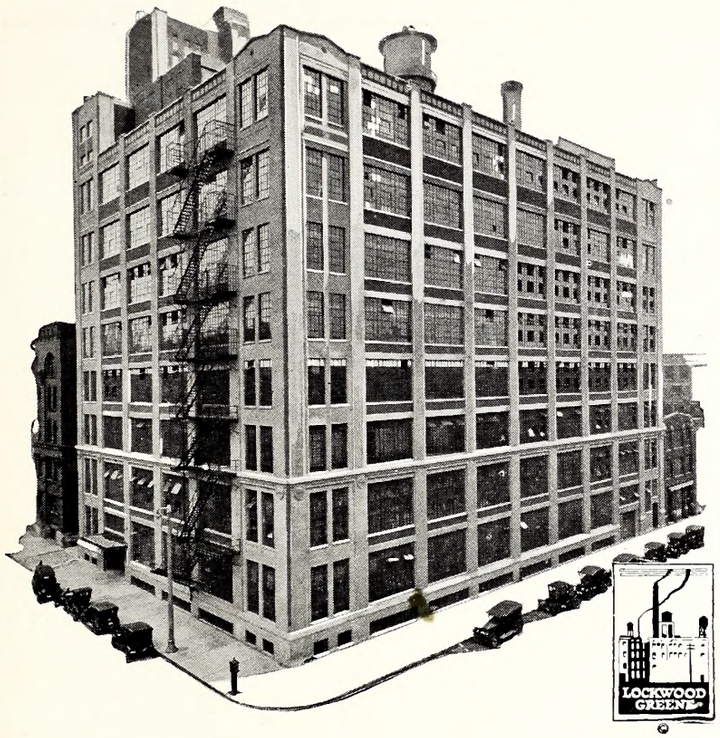
JORDAN
MANUFACTURING COMPANY
BOBBINS
MONTICELLO, GEORGIA

MILLS AT
MONTICELLO, GA.
AND TOECANE, N.C.

James E. Mitchell Company

Cotton Yarn

Philadelphia *Boston*



Building with foresight.

A Model Manufacturing Efficiency

THIS is the new dye-house and finishing building of the Phoenix Hosiery Company at Milwaukee, **one of the largest single units in the country devoted entirely to hosiery finishing.** The building is a model of manufacturing efficiency.

Location of the dye-house at the top of the building assures a maximum of natural light and ample ventilation, and keeps the vapor and fumes from other parts of the building. Stock is raised at one lift from the undyed stockroom in the basement to the dye-house on the seventh and eighth floors, and then is carried by gravity to the other operations on the floors below.

Boarding, mating and boxing rooms are located on the fourth, fifth and sixth floors, so arranged as to provide a minimum amount of handling of boarded goods.

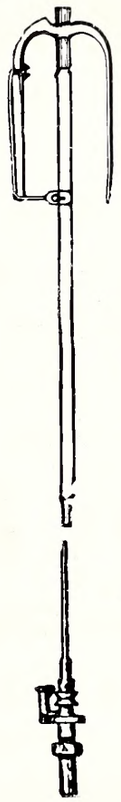
Meeting difficulties, and in many cases turning them to advantage, is one part of the service of Lockwood, Greene & Co. In overcoming the obstacles encountered in designing the Phoenix Hosiery building, Lockwood, Greene & Co. were aided by years of experience as textile mill engineers and managers. More detailed information about this building and others of equal interest will be provided on request. A Lockwood-Greene representative will be glad to call and discuss your own building problems.

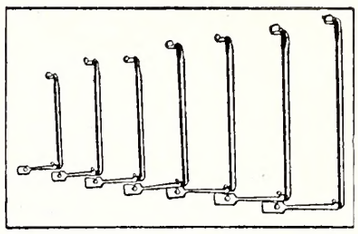
LOCKWOOD, GREENE & CO.
ENGINEERS

EXECUTIVE OFFICES, 24 Federal Street, BOSTON

BOSTON ATLANTA CHICAGO NEW YORK
DETROIT CLEVELAND CHARLOTTE SPARTANBURG

Lockwood, Greene & Co. of Canada, Limited, Montreal
Compagnie Lockwood Greene, Paris, France





Turning a moment from the theme of "Health and Happiness" to the "Ills of Cotton Mill Machinery," we would again call your attention to the fact that in this field

We're The Doctors

Every day that you operate with equipment that is not performing one hundred per cent—you are losing money. We have been doctoring the ills of cotton milling machinery for a great many years. Leveling and aligning shafting, repairing spindles, in fact overhauling cotton mill machinery of all kinds.

Let us help you as we have helped others—to increase production and cut down expenses.

Our Flyer Pressers

Long experience has taught us how to make the best, most efficient and economical Flyer Pressers.
Their use means reduced expense and definite operation improvement.

These Flyer Pressers are made of the best Norway Iron and are perfectly fitted before leaving our factory. You get the very best in Flyer Pressers at a much lower production cost.

"Write for Catalog"

Southern Spindle & Flyer Co., Inc.

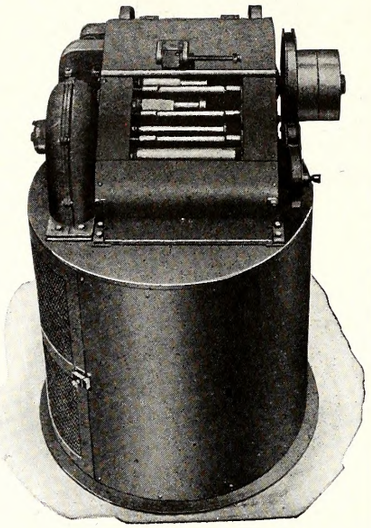
Manufacturers, Overhaulers and Repairers of Cotton Mill Machinery

W. H. MONTY
Pres. and Treas.

W. H. HUTCHINS
V.-Pres. and Sec'y.

30,000 Roving Bobbins Cleaned

Every Working Day



Steadily as the clock ticks, roving bobbins are cleaned by the Termaco at a rate of 30,000 per day. Each bobbin is perfectly cleaned—better than human hands can do.

No Termaco cleaned bobbin is ever cut or splintered. The waste is carded off, not cut off, and is kept together where it cannot be blown about the mill. From start to finish, the reliable Termaco does its work surely, perfectly, tirelessly—and neatly.

Never late on the job and never too tired to do a full day's work, the Termaco gives uninterrupted service year after year. Ball bearings on all high speed shafting, all gears cut gears, heat treated steel parts used where necessary for long life, the very best material and workmanship used throughout; these are the reasons a mill can expect and will receive economical and faithful service from a Termaco that will establish an enviable record for endurance and low maintenance cost.

It is as easy for one employee to operate a Termaco as it is to drop bobbins in a basket. It cuts down to the minimum figure the cost of cleaning bobbins.

Each part is made in jigs and templates to afford rapid and perfect interchangeability of parts. It is a simple matter for anyone with slight mechanical knowledge to keep the Termaco in prefect operating condition.

The cost of operation is so small as to be almost a negligible item. The cost of the machine itself is soon absorbed by the big saving the Termaco effects in the cost of cleaning roving bobbins.

Our Engineering Department will promptly furnish you the details regarding what a Termaco will save for your particular mill. Write for this information today. You will find it of unusual interest.

TERMACO

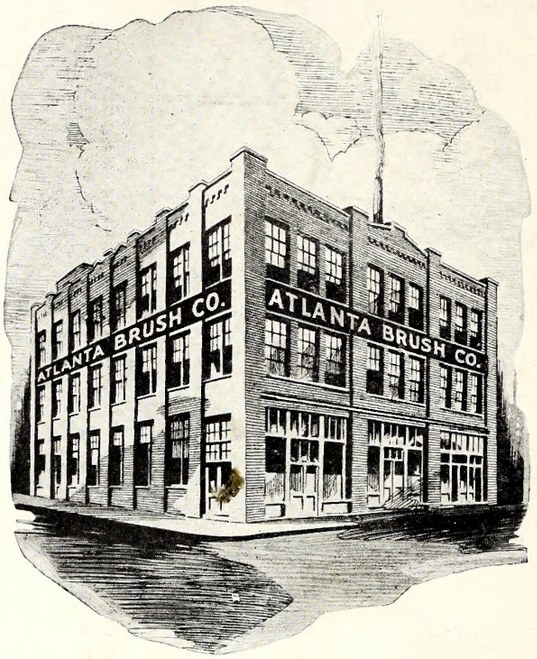
Every machine trademarked "TERMACO" is sold under a binding guarantee as to workmanship, material and operation.

The TERRELL MACHINE CO., Inc.

Engineering Department Charlotte, N. C.

General Supply Co., Danielson, Conn., Representative for N. Y. & N. E.

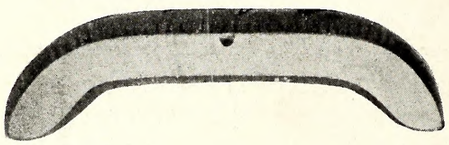
(Complete stock of parts at all times cerried by northern representative)



There is never a day in our factory that we are not experimenting with and testing stocks and designs to give the Cotton Mills of the South better, more efficient and practical Brushes.



"Perkins Practical" Brushes are imitated, but never duplicated. Their quality is guaranteed without reservation.



Any Brush we make must satisfy its user or we are not satisfied with its quality.

ATLANTA BRUSH COMPANY

Atlanta, Ga.

Every "Perkins Practical Brush" is guaranteed unconditionally

ATLANTA BRUSH COMPANY

A Brush for every Textile Need

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